

JUN 15 1955

Sales Management

THE MAGAZINE OF MARKETING



NATIONAL SALES EXECUTIVE'S NEW CHAIRMAN: ARTHUR A. HOOD (See p. 55)

JUNE 1, 1950



THIRTY-FIVE CENTS

BALTIMORE THE NEWS-POST
Baltimore Sunday American
BALTIMORE 3, MARYLAND

May 9, 1950

From: W. M. Baskerville

To: Mr. H. W. Beyea
Hearst Advertising Service

Dear Herb:

When I talked with you in New York recently you said that many national advertisers seem to be somewhat unaware of the dramatic growth of Baltimore and its increasing importance among the nation's markets.

"Sales Management" is releasing for publication on May 10th a story which shows that in 1949 retail sales for the Baltimore Metropolitan County Area reached the all-time high record of \$1,332,934,000 and the total income is shown at \$2,132,982,000.

This 21st annual survey of buying power of the magazine "Sales Management" also shows that while retail sales for the nation showed a decline of almost 2% the Baltimore Metropolitan County Area showed an increase in retail sales of \$62,558,000 and the effective buying power of the Baltimore area increased \$210,889,000 after federal taxes.

The City of Baltimore also showed the largest 1949 increase in net effective buying income per family among each of the nation's 32 largest cities.

Kind regards.

Sincerely,

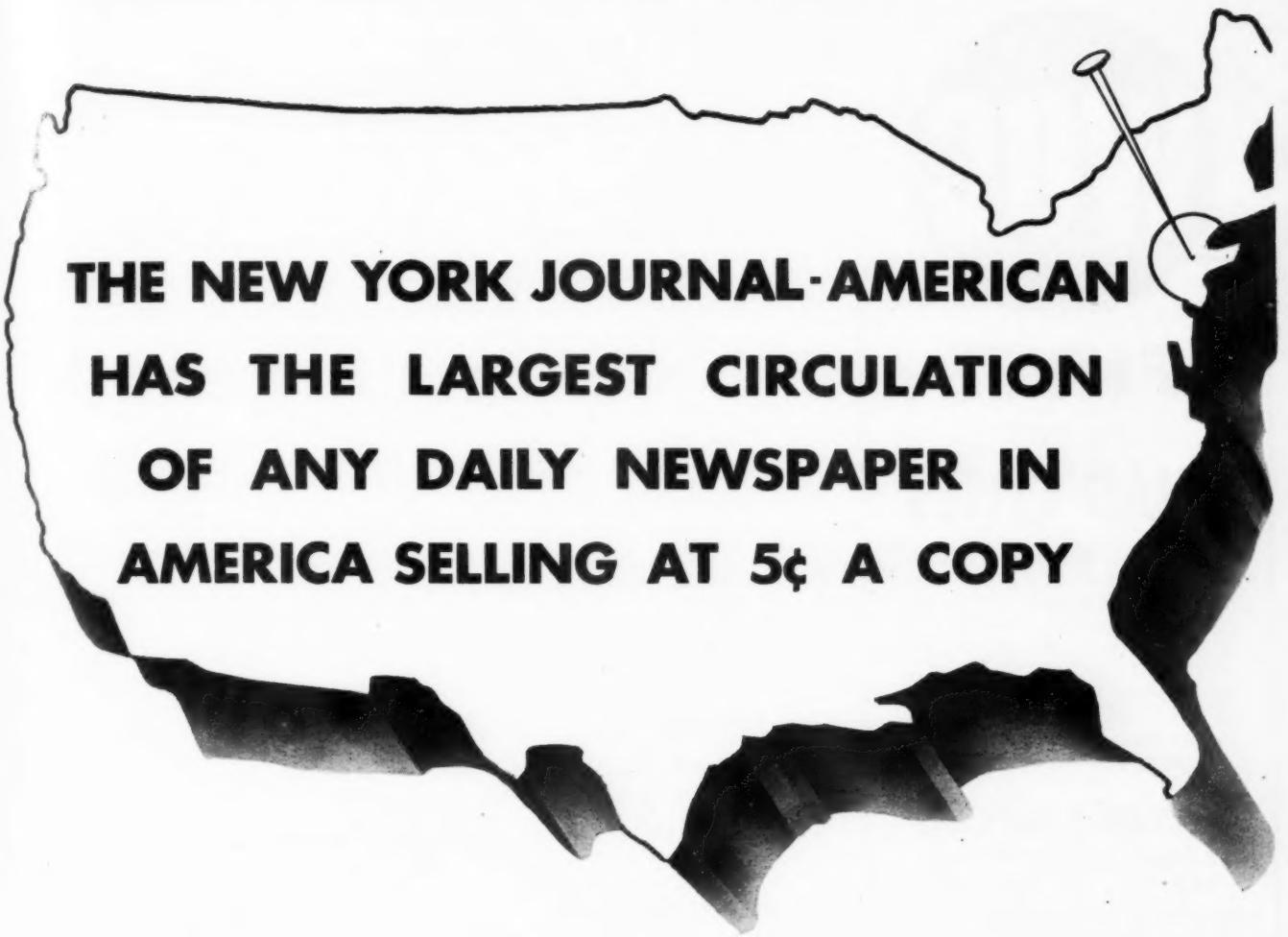
Beir
W. M. Baskerville
Publisher

Baltimore News-Post

First in Circulation . . . First in Coverage in the 6th Largest City

A HEARST NEWSPAPER REPRESENTED NATIONALLY
BY HEARST ADVERTISING SERVICE

Offices in principal cities: Philadelphia • Baltimore • Boston • Chicago • Detroit
Los Angeles • New York • Pittsburgh • San Francisco • Seattle • Fort Lauderdale, Fla.



**THE NEW YORK JOURNAL-AMERICAN
HAS THE LARGEST CIRCULATION
OF ANY DAILY NEWSPAPER IN
AMERICA SELLING AT 5¢ A COPY**

**...AND THE LARGEST CIRCULATION OF
ANY EVENING NEWSPAPER AT ANY PRICE**

ALL TIME HIGH
734,436
DAILY CIRCULATION

**Publisher's Statement for the six
months ending March 31, 1950.**



NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

JUNE 1, 1950



FIRST IN THE QUAD CITIES

In Davenport, Rock Island, Moline and East Moline is the richest concentration of diversified industry between Chicago, Minneapolis, St. Louis and Omaha. The Quad Cities are the trading center for a prosperous two-state agricultural area. Retail sales, total buying and per capita income rate higher than the national average, according to Sales Management.

WOC-AM **WOC-FM**
5,000 W. 47 Kw.
1420 Kc. 103.7 Mc.

WOC delivers this rich market to NBC Network, national spot and local advertisers... with 70 to 100% BMB penetration in the two-county Quad City area... 10 to 100% in adjacent counties.

WOC-TV
CHANNEL 5
22.9 Kw. Video
12.5 Kw. Audio

On the Quad Cities' first TV station NBC Network (non-interconnected), local and film programs reach over 10,000 Quad Cities' sets... hundreds more in a 75 air-mile radius.

Basic NBC Affiliate

Col. B. J. Palmer, President
Ernest Sanders, General Manager



Davenport, Iowa
Free & Peters, Inc.
Exclusive National Representatives

Sales Management

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Thanks, NIAA,

for your intelligent acceptance of a pioneer idea in publishing; for your support of a medium that puts the emphasis on facts; for your recognition of the value of reaching key men in industry at the very time they are looking for industrial equipment news.

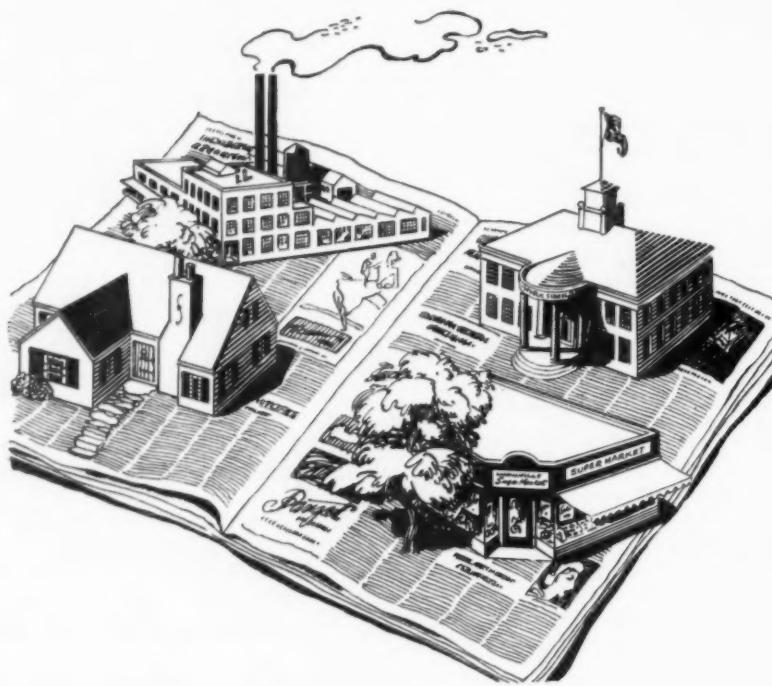
NIAA

CONVENTION

JUNE 29 JUNE 30 JULY 1

Los Angeles





DISTINGUISHED CITIZEN

People are honored with medals for extraordinary service to their communities. We're all for it . . . especially in the case of a certain distinguished, and beloved, citizen—the localnews daily.

At all times they have been the advance guard of community interests, alert night and day to herald the first threat of trouble, the first glimmer of opportunity. Theirs is a many-sided role . . . sentry, reporter, counsellor, entertainer. And in their files readers can find family milestones recorded more completely than in the family Bible . . . with such day-to-day happenings as graduations, fraternal elections, local business promotion, anniversaries, sports triumphs, marriages, birth and deaths.

The localnews daily . . . when you come to think of it . . . is rewarded with something more satisfying than medals—the loyalty of families whose lives would be out of joint with the world and their community without this "distinguished and beloved citizen."

That's why the localnews daily is a basic advertising medium.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO
BOSTON • SYRACUSE • PHILADELPHIA

SM

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June 1, 1950 Volume 64 No. 12



SALES MANAGEMENT

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Save Advertising Dollars! Use

The Only Great Sunday Magazine You Can Use For Mass Selling In Single Markets

Think a minute about markets. You have banner markets where sales are good. You have normal markets where normal sales and advertising procedures bring you satisfactory results. Then, if you're the average sales executive, you have two or more down-right problem markets. Markets with big potentials, but markets in which for some reason competitors are leaving you far behind! These are your "big worry" markets. Markets in which fractious sales problems throw you and spoil your "ride" to profitable volume.

To climb in the saddle in a problem market you give that market special treatment. You increase your sales personnel. You inaugurate intensified sales drives. You reshape your sales strategy to fit local conditions. A

mighty advertising help in such a poor-volume market is the tremendous sales-pull of **PICTORIAL REVIEW**. The *flexibility* of this great Sunday Magazine lets you concentrate your advertising power without penalty, directly into the market or markets where you need this unmatched mass-sales power most.

Go over your sales figures city by city in **PICTORIAL REVIEW**'s 10 giant-volume, "key" markets. In which of these are these figures below what they should be? In which do you need the tailored-to-your-problem assistance which only **PICTORIAL REVIEW** can bring you . . . and bring you quickly? If, in any one of these markets, balky sales problems are throwing you, better put **PICTORIAL REVIEW** to work for you . . . right now.

And Pictorial Review Gives You These Other Exclusive Advantages:

- 1. A mass-buying audience created and held by the World's top artists and writers.
- 2. Proven high readership for your advertisements.
- 3. The mighty impact of color advertising even in a single market.
- 4. Reader interest anchored deep in all the news of "home town" entertainment.
- 5. No single page competitive product advertising . . . a clear field for your sales story.
- 6. Ability to time your advertising to the timing of your individual market plans.
- 7. Deep penetration into largest consumer-masses in America's biggest buying centers.
- 8. The invaluable street-by-street market guidance of the famous Hearst Sales Operating Controls.



Covering
Nearly
6,500,000
Families With
The Sunday
Issues Of:

Milwaukee Sentinel
New York Journal-American
Boston Advertiser
Los Angeles Examiner
San Francisco Examiner
Seattle Post-Intelligencer
Baltimore American
Pittsburgh Sun-Telegraph
Detroit Times
Chicago Herald-American

A HEARST PUBLICATION
Represented Nationally By Hearst Advertising Service

The Human Side

OUT OF ANGER COMETH BOATS

The Lone Star Boat Manufacturing Co., with headquarters down in Grand Prairie, Tex., makes—obviously—boats. But they are boats with a difference, or to be more exact, with differences. Selling them constitutes a special technique because sales literature, even small scale models, don't do the boats justice. And thereby hangs a story.

This Lone Star company is the story of a mighty fisherman, a complete case of disgust and a leaky hull. They added up—not as you might suppose, to raving frustration—but to a thriving business. It all happened to R. C. McDonnell, Lone Star's founder and president. And it happened before Lone Star was even a gleam in his eye. One day Mr. McD set out, with a couple of cronies, to do some hard and fast fishing. The boys picked a good spot—so good, in fact, that every Tom, Dick and Harry for miles around had gotten there first and snagged all water-worthy craft for hire. The only thing the gentlemen could find was an old tub in a near-sinking condition. After heroic efforts at caulking they got in a little fishing. But by that time they were too exhausted to do justice to a rod and reel.



HE SUPPLIES THE LARGEST SAMPLE CASE . . . on record to his salesmen. He's R. C. McDonnell, presy of Lone Star Boat Manufacturing Co. With him (l.), Ed Bishop, s. m.

It started McDonnell, experienced in automobile and aircraft work, to thinking about boats in general. His thinking worked around to the idea of using some of the materials—particularly aluminum—with which he was familiar. He decided to build, just for his own amusement, an aluminum boat, better than any fishing boat with which he'd had renting experience, and light enough to carry on a trailer or to hoist on top of his car when he felt the urge to take off for some finny paradise. No sooner thought than done—almost. He built his boat. It fulfilled

all his expectations and made all his fish-minded friends envious. They asked him to build companion models for them. It ended with his starting in the boat business and by 1946 the Lone Star Boat Manufacturing Co. was a going concern.

And with the company's growth came new thinking about selling the boats it produced. Instead of a bulky sample case, McDonnell had a frame built over a light truck. On the frame was the demonstration boat. Below, in the rear of the truck and behind the cab, was the auxiliary equipment, literature, etc., all in a neat seaman's chest.

This handy sales tool provides transportation for the sales representative; carries his sample to the prospect's door; advertises and displays the product—to the prospect and a lot of other people besides; dramatizes the ease with which the Lone Star boats may be transported, and makes it a simple matter for the sales representative to take the prospect to the nearest body of water for a demonstration!

Production at peak season this year will reach 100 boats a day. It may not be fishing or resort time the year 'round even in warm water markets, but the Lone Star plant produces the year 'round, building an inventory to keep up with sales expansion and meet demand during the busy boating season.

Demonstration has done the major job in building up the company's sales volume. How successful it's been is shown by the fact that a national organization, Firestone stores, is now distributing one of the Lone Star models.

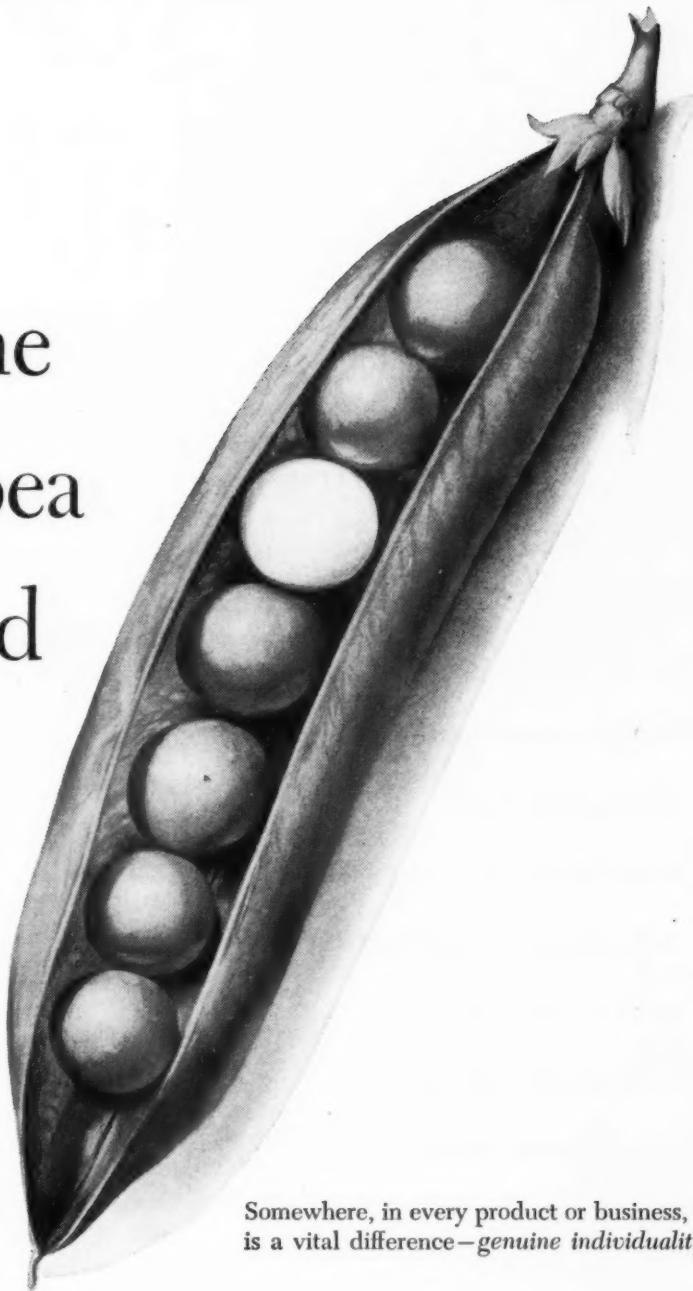
But the story would never be in existence if a guy hadn't been thwarted in his desire to do a little fishing. If he hadn't gotten irked there wouldn't be a Lone Star Boat Manufacturing Co.!

THE LIGHT IN THE SPEAKER'S EYE

Anyone who is summoned to a meeting for the express purpose of hearing a speaker probably is served with the summons fairly often. And "anyone" knows how frequently he's let down. We're not talking about the easily-bored man. He shouldn't be going to such meetings, anyhow. We mean you, the average fellow . . . the man who sometimes has to take the stump. You know that the speaker didn't get you there to waste your time, that speaking, generally, is a task which eats up your nervous energy. But, despite your fellow-feeling for the guy on the podium, too often your goodwill is frustrated.

Many a talk has failed and a lot of time has been wasted because of an element which you wouldn't suspect—poor lighting. How else can you explain it when the elements of a talk have been good, the speaker said his piece well? We've been talking with J. L. Tugman, of the Engineering Division of General Electric, a man who is a

Like one white pea in a pod



Somewhere, in every product or business, there is a vital difference—*genuine individuality*.

Though on the surface your product and competing ones may be "as like as two peas," yet there is a way to make your product stand out from all the rest.

IN YOUR PRODUCT or in its use, just as in you yourself, there is *genuine individuality*.

This lies, not in any superficial differences that others may match next season, not in any trick presentation, but in the creation of a unique and distinctive personality that belongs to you alone.

Determined, consistent association can fasten his individuality more and more firmly, until it is your product.

Then, every unit of your promotional effort—from the package and shipping carton themselves to publication advertising, outdoor, radio, television, film—becomes increasingly effective as it

identifies and isolates your product from those of your competition.

In many different fields the J. Walter Thompson Company has assisted clients to achieve this individuality . . . helped make their products stand out like the one white pea in a pod.

There are 22 J. Walter Thompson offices strategically located throughout the world . . . **In North America:** New York, Chicago, Detroit, San Francisco, Seattle, Los Angeles, Hollywood, Mexico City, Montreal, Toronto and the Latin-American Division in New York . . . **In South America:** Buenos Aires, São Paulo, Rio de Janeiro, Santiago . . . **In:** London, Antwerp, Johannesburg, Capetown, Bombay, Calcutta, Sydney and Melbourne.

firm believer that a good speech isn't worth the time it takes if it isn't well lit.



**Only 18 newspapers
in the U. S. A. carried
more than 6,950,000
lines of advertising
during the first
quarter of 1950 . . .
Seen of these papers
were in the East
... and ONE of them
was in NEW JERSEY**



NEWARK NEWS

Daily and Sunday

NEWARK, NEW JERSEY

After what would have been a good talk, he says, but which flopped because of that hidden-enemy, poor lighting, we go up and lay it on thick to the speaker about how fine he was. Then we seek out the program committee on the sins of poor preparation and poor support. We're putting the blame on the wrong shoulders, thinks Mr. Tugman.

What's to be done about it? A man who takes on a speaking chore certainly shouldn't have to be a lighting expert, too. But, feels Mr. T., if you have to speak frequently, the recognition of a few simple situations can make all the difference in the reception you'll get.

The speaker should know enough about his performance to help his audiences give him good attention. To do this he can't depend on the general illumination in the hall. If he speaks from a platform in an auditorium with the house lights on, it will be difficult to get full attention because there won't be enough light to help his audience focus on him. In terms of the lighting specialist, he must literally appear brighter; otherwise, an audience large enough for an auditorium will not feel like an audience, while general lighting invites the eyes to wander. A speaker may understand this situation, but decide to struggle with it. Alas for him! (He might better decline to talk.)

Most auditoriums have some facility for lighting the speaker's location. Tugman excepts the make-shift of trying to provide illumination from existing pendant house fixtures nearest the platform. With other house lighting turned off, these units will appear annoyingly bright to people in the back of the house, and the speaker will still be a small object in a large generalized area of illumination.

If the speaker is to appear to advantage, a single, concealed spot lamp will provide what is needed to separate him from his background and permits his auditors to concentrate their attention (house lights being turned down, of course). The speaker's background should *not* be blacked out.

Not long ago Mr. Tugman entered an auditorium an hour before a veteran sales executive was scheduled to go on before a sophisticated business and professional group. The sales executive had several eager assistants helping him to ready his demonstrations for his performance. At least 15 minutes were spent in rehearsing a sequence of appearances by a model . . . checking cues and synchronizing them with points of special emphasis with the speech. Lighting directions were considered for building up the moments of appearance for the model. All this seemed a fitting preparation for a talk which was intended to build up the speaker's reputation and prestige in his field. The actual performance left this objective high and dry with probably a reverse effect. The model's part was perfect; it was easily the high spot of the whole performance.

In all the concentration on the role assigned to the model, the sales executive, a sincere man with a sonorous voice, had completely neglected his own appearance. Through all of his long periods of talking the audience was keenly aware of his large stomach, focal point of the lighting on the speaker. His face, obscured by shadow, was hopelessly outclassed by his vivid tie, center point of the brightly floodlighted stomach.

NEWS REEL



FRED J. SHANNON

A sales executive with Blatz Brewing Co. for past eight years, he has joined Berghoff Brewing Corp., Fort Wayne, Ind., as the general sales manager.



ARTHUR J. O'NEILL

Assistant general sales manager, Seagram-Distillers Corp., is elected vice-president of Browne-Vintners Co., Inc., Seagram's the American import affiliate.



PAUL ROBERTS

Joins McKinsey & Co., management consultants, to direct sales, supervisory training; was chief, Civilian Training, Quartermaster Corps, during war.



JOHN F. GORSKI, JR.

Named general sales and merchandising manager of The Charles E. Hires Co., now responsible for distribution and merchandising of all Hires products.



WALTER S. CORNEILLE

To be manager, Railway Sales Department, SKF Industries, Inc., will head sales involving ball and roller bearing applications on locomotives and cars.



A. H. STRUNK

Named sales manager, "Rubbermaid" Houseware Division of The Wooster Rubber Co.; joined the company last year as assistant sales manager.



CHARLES O. WOOD

Returning to Textron, Inc., after nearly a year at Spring Mills, Inc., is appointed general sales manager of the Indian Head & Domestics Division.



R. E. PAULEY

Former molded goods sales manager named manager of Airfoam Department of The Goodyear Tire and Rubber Co.; he takes over the post June 1.

"Houston went all out for Saturday Evening Post Minimax promotion..."



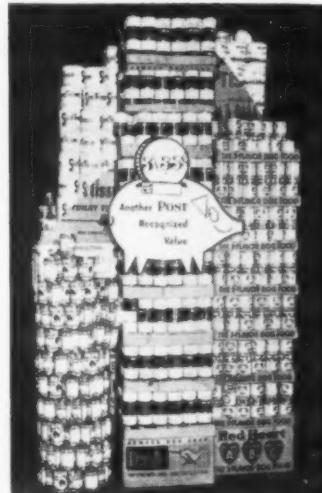
"All departments of entire chain of ten supermarkets report big increases in traffic and dollar volume after six-day promotion featuring Post Recognized Values," says John Schuhmacher, President of Minimax Stores.

Once again a smart, aggressive retail chain has demonstrated how to set cash registers ringing and get customers flocking through their stores. The formula is simple: they feature the brands their best customers know, trust and want—the brands that have been *pre-sold* to them on the advertising pages of The Saturday Evening Post.

This is no isolated example. Retail operators of all kinds—drug, department store, and automotive, as well as grocery—are constantly taking advantage of the Post's tremendous influence at the point of sale. Their sales records show that whenever Post Recognized Values are featured, store traffic and profits increase by leaps and bounds.

The Post, you see, is a powerful *local* advertising medium. It is read by millions of families in every community and neighborhood. But, more important, it is *believed in* by these influential families more deeply than any other leading weekly magazine.

On these pages is the story of just one in a continuing series of retail promotions in which the Post teams up with leading chains to turn national advertising into sales at the local level.



Here's an example of how the ten Minimax supermarkets used the Piggy Bank symbol to identify Post Recognized Values at the point of sale. This symbol was repeated on point-of-sale markers, die-cut signs and over-the-wire banners.



President Schuhmacher of Minimax Stores was highly gratified by the response of his customers to the Post Recognized Values promotion. "What pleased us most of all," he reports, "was the fact that sales increased not only in all stores, but in all departments of these stores!"

Years in a Row WITH ANNUAL FARM INCOME OVER BILLION



Again—and for the sixth year in a row—the farmers of Washington, Idaho and Oregon have enjoyed cash receipts in excess of a billion dollars. Cash from crops, livestock and livestock products amounted to \$1,158,286,000 in 1949—resulting in an average income per farm 34% above the U. S. Farm Average.

The Pacific Northwest has long been an outstanding farm market. Throughout a 20-year economic cycle the farmers of Washington, Idaho and Oregon have averaged 46% more cash than U. S. farmers as a whole have realized from crops and livestock marketings. But, never in their prosperous history have the rural residents of this favored farm region experienced such a period of continued high income.

This is a farm market that offers you real sales opportunity. Consistent productivity and consistent prosperity result in consistent demand for farm equipment, household conveniences, trucks, automobiles, food products and wearing apparel.

ment, household conveniences, trucks, automobiles, food products and wearing apparel.

Far and away the outstanding advertising medium to influence sales in this outstanding farm market is the Pacific Northwest Farm Trio. The prosperous farm residents of Washington, Idaho and Oregon's 184,510 farms rely on their home-state farm magazine. Confidence in the localized service policy of these publications is as characteristic of Pacific Northwest farmers as their "bigger" dollars.

Check your farm media list. Unless it includes The Washington Farmer, The Idaho Farmer and The Oregon Farmer you're missing the full sales potential that exists in the rich Pacific Northwest farm market. Only these three long-established, widely-read, state farm magazines have the coverage, penetration and influence that really produces results. To obtain more facts or figures write today—or contact our nearest advertising representative.

ADVERTISING REPRESENTATIVES:
Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington
STATE OFFICES: Seattle, Boise, Portland



Pacific Northwest FARM TRIO

COMBINED NET PAID CIRCULATION OVER 170,000 EACH ISSUE

**A Salesman's
Best Friend
is a GOOD
Catalog**



Whether a salesman covers his territory at frequent intervals or only a few times a year, his most faithful ally is a good catalog in the hands of his customers.

The need for materials, supplies and merchandise pops up at the most unexpected times — generally about the time a salesman is at the other end of his territory!

That's when a well-organized, up-to-the-minute, easy-to-use catalog really goes to



work. The order is signed, sealed and in the mail before competition can grab it off.

What IS a good catalog? It is an attractive, sturdily-built binder that lasts for years and years. It is a book that talks "facts" — and makes sales. It is loose-leaf so it may be kept up to date with a minimum of cost and effort.

Heinn originated the loose-leaf cataloging system to answer the need for longer and less costly catalog, price list, point-of-sale material, data book service. Your catalog problem may be greatly simplified — and improved — by switching to loose-leaf covers. We'll be glad to give you all the facts. Write The Heinn Company, 326 W. Florida St., Milwaukee 4, Wisconsin.

HEINN
MILWAUKEE

ORIGINATORS OF THE *Loose-Leaf*
SYSTEM OF CATALOGING



BY T. HARRY THOMPSON

When the world is bedight with new-minted, June-fresh greenery; when country lanes vibrate with bird-song; when lithe, young brides have just said their vows, with stars in their eyes and hope in their hearts, only a homicidal maniac could think in terms of atomic attack anywhere.

"We will not trifl with your intelligence by dreaming-up mumbo-jumbo medical claims," the Old Gold announcer was saying. Such as "Not a cough in a carload"?

Speaking of selling Adams Apples, as we were an issue or two ago, A. K. Schanze writes that he was on the Eve of starting.

NECKLINE: "Do you neck?"

In a talk before the Public Relations Advertising Association at Boston awhile back, Henry Obermeyer, v.p. of Bozell & Jacobs, said several things that made sense. Among them: "Most advertisements, like most speeches, try to get over too many ideas at once."

The carpet-sweeper insists that Nature abhors a vacuum cleaner.

When a man marries for the second time and rather suddenly at that, his friends naturally speculate on when the window-shopping began.

Speaking of marriage, a contestant on the "Take It or Leave It" Sunday-night quizzer was telling Eddie Cantor that he was part Cherokee. Eddie asked if he were married. The lad said "No." Asked "Why not?", he got a big laugh out of the studio-audience by saying laconically: "No squaw, no squawk!"

Shuron Optical's Madeline Buckley thinks attorneys Bean, Brooks, Buckley and Bean, of Buffalo, might call themselves the "Bee-hive." They're busy B's, Madeline, that's for sure.

Orville Reed tells me about the burlesque-queen who claimed she was arrested for no gauze at all.

HEADLINE PARADE

Maim Street. — *Title of booklet by The Travelers Insurance Companies.*

It rhymes with Spring. — *Buick.*

Fit to be eyed. — *Adams Clothes.*

Shake Hands with Death. — *Story in "The American Magazine."*

Spring is a fraud. — *Article in "The Saturday Evening Post."*

The carriage-trade rides tractors now! — *"Capper's Farmer."*

How to bury a problem before it buries you. — *The New York Times Index.*

Sale-Blazers. — *Philadelphia Badge Company.*

A builder along Philadelphia's Main Line advertises a "Cape Cad" design. No comment.

From Green Bay, Wisconsin, Lorry Balza postcards: "Springtime is that season of the year when the iron in your blood turns to lead in your pants." He's the chap who was reminded of young amazons sunbathing in the back yard, by reading about The American Belly-Tanning Corporation in a leather-trade journal.

"Roach-type bungalow" isn't always a typographical error.

W. H. Ingram, Jr., s.m. of Wood Flong Corporation, Hoosick Falls, N. Y., thinks Pope Dodge's Confucianism punctuates better like this: "Salesman who cover chair doesn't cover territory. On bottom all the time." Says he's sending it to all the men in his organization.

That Communist leader named "Mao"
Is a difficult fellow to cao.
That he'll land in the brig
For playing the pig
Is the Nationalist prayer. And hao!
—T.H.T. in *Pathfinder*.

Delaware and New Jersey were worried about witchcraft as Spring began. Could it have been that old witch, Hazel?

2 IMPORTANT MARKETS at One Low Cost!



Only the Plain Dealer Gives Advertisers Local Coverage of Cleveland and 26 Adjacent Counties!*

Two markets with \$2,668,699,000 in annual retail sales—a substantial part of the total retail sales in the State of Ohio—are mighty important to advertisers. They're even more important if they can be covered in one newspaper, completely, and at one low cost. That's the case with the Cleveland Plain Dealer. For the P. D. and *only* the P. D. gives intensive local newspaper coverage of *both* the Greater Cleveland market AND the 26* adjacent county area. In *one* newspaper and at *one* low cost, you can reach these *two* important markets.

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,550,676,000	\$1,118,023,000
Food Sales	389,870,000	288,979,000
Gen. Merchandise Sales	292,468,000	101,952,000
Drug Sales	44,760,000	23,102,000
Furn., Hsld., Radio Sales	82,885,000	52,248,000
Eff. Buying Income	2,516,329,000	1,645,901,000

*Akron, Canton, Youngstown not included

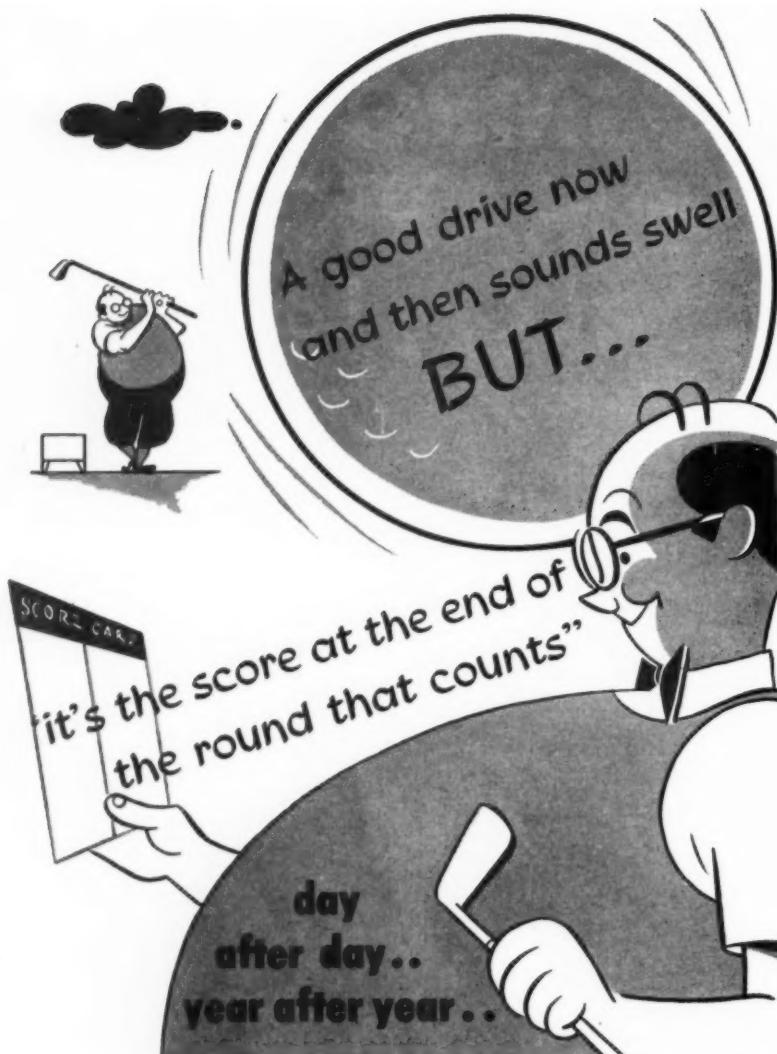


The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta



WMC STAYS OUT FRONT!

Choose the station in Memphis that "advertisers who know" choose... WMC. It's the first station in one of America's first markets (a two billion dollar one, incidentally). Why do we say it's Memphis' first station?

For more than
11 CONSECUTIVE YEARS
—a "selective" tobacco
manufacturer has broad-
cast 52 weeks each
year, for a total of 2,860
quarter hour programs
over Station WMC.*
*(Name furnished on request.)

EACH YEAR, FOR THE PAST FIFTEEN
YEARS, WMC HAS CARRIED MORE
LOCAL, REGIONAL AND
NATIONAL SPOT BUSINESS IN
TERMS OF DOLLAR VOLUME
THAN ANY OTHER RADIO
STATION IN MEMPHIS.

WMC
MEMPHIS

NBC-5000
WATTS-790

WMCF
WMCT

260 KW Simultaneously Duplicating AM Schedule

First TV Station in Memphis and the Mid-South
National Representatives, The Branham Company
Owned and Operated by The Commercial Appeal

JMC (no further identification), L. R. Johnson of Armour & Company, Mabel Robbins of Y&R, Helen Bell of Kimberly-Clark, and Harry Newton of General Electric defend Dr. I. Q. against Funk & Wagnalls. They take pen in hand to reassure the column that *biannual* means twice a year and *biennial* means every two years. F&W seems broadminded about these two words. Witness:

Bi-an-nu-al, *a.* 1. occurring twice a year; semiannual. 2. Occurring once in two years; biennial.

Bi-en-ni-al, *a.* Occurring every two years; biannual.

Milton Goodman thinks we should pass this word of encouragement on to our sales manager readers: A man in Chicago is able to sell worms... fried! He documents it with a price-list from John Weigel, "The Store of Cheese." An item in the Mexican list reads: "Worms, fried, 1½-oz. tin, 98c each."

An old-timer is one who remembers oleo as the entr'acte of a burlesque-show and not as a spread for bread. Incidentally, no oleo has yet advertised "Butter than ever."

"What am I? I am a little thing. I cost nothing, yet I am worth more than gold. The more you use me, the more you have. I unlock doors, open hearts, dispel prejudices. I create good-will. I make friendships. I inspire respect and admiration. Everybody loves me. I am always welcome. I bore nobody. I violate no law and no-one condemns me. I am pleasing to everyone. I am indispensable. I am Courtesy!" — *Pipe-Dreams*, a house-organ.

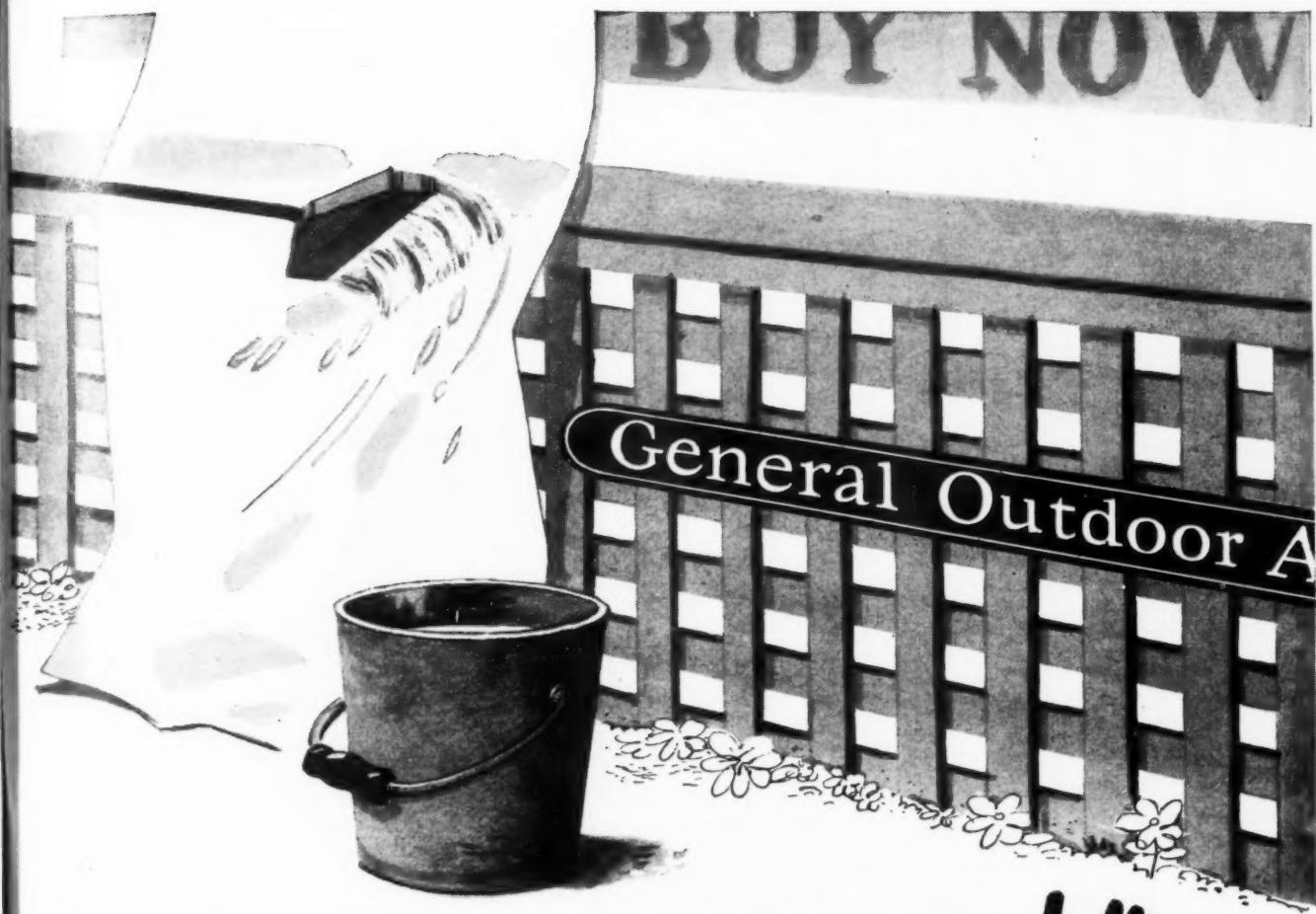
A man in an evident huff
Told his laundry: "When doing
your stuff,
"Don't mark my shirts twice,
"It isn't quite nice.
"Just keep your RE-marks off the
cuff."

One swallow doesn't make a Capistrano or a dipsomaniac.

As every owner of a newspaper-plant knows, the world's greatest circulation-manager is the heart.

The wart-hog is socially unacceptable because he's such a boar.

A German is still trying to make his "mark" in the world, while an Argentinian wonders why his boss should peso little.



PEOPLE PAPER!"

And it's been catching them like flies

for the past 25 years. First, posters catch their eyes. That's inevitable. Outdoor panels are dramatic . . . they stand out and get noticed.

Next, posters stick in people's minds. Messages are short . . . identification is strong.

Finally, posters keep on the job. They're there day after day, rain or shine, until the sale is made. General Outdoor Advertising Co., Inc., 515 South Loomis Street, Chicago 7, Illinois. Offices in principal cities.



**YOUR DOLLAR BUYS MORE
WHEN IT BUYS OUTDOOR**

This Silver Anniversary Medallion is a symbol to help advertisers remember that Outdoor outsells because it reaches more people, more often, more economically.

PEP UP

YOUR SALES MEETINGS!

Why run the risk of putting your sales force to sleep . . . when you can so easily and economically instill in them renewed enthusiasm for your plans & products?

Your presentations can be dramatically and forcefully effective through the use of motion pictures & slidefilms.

Let the William J. Ganz Company breathe new life into your next sales meeting.

We guarantee delivery . . . even on extremely short notice!

WILLIAM J. GANZ CO.

Producers of Motion Pictures & Slidefilms

40 East 49th Street, N. Y., N. Y.
Eldorado 5-1443

Advertising for FRAM



... in 1934, FRAM Corporation introduced the first clean-oil type Oil Filter.

... but in 1939, Fram decided national advertising was necessary to help capture a vast, un-tapped market.

... during the past ten years, in which Fram forged ahead from a small company with a limited market position to the world's largest manufacturer of automotive filters, all of its advertising has been planned and executed by one agency,

Van Sant, Dugdale

Advertising Since 1912

BALTIMORE

Write . . . Wire . . . Call Today

WASHINGTON BULLETIN BOARD

CONGRESS

► Rep. Patman, who for years has been the Federal Trade Commission's chief Congressional champion, around June 15 will open his investigation of that agency. Championship will be made to look like criticism.

"Why," Patman asks, "isn't FTC more effective in preventing business concentration?", the trend toward which has long been insisted on by the Agency's economists. This is an implicit invitation to FTC spokesmen to request either tighter laws or more money. A Committee report calling for both, in the ordinary course of things, would be an almost routine forecast.

Hearings may bring out things outside the ordinary course. Members of the Commission and the staff no longer see eye-to-eye on everything—on the amount of reliance, for instance, to be put on cooperative methods.

► Day-to-day sessions of lobbying hearings can't compete, for juiciness, with what will go at last into the printed text. The Committee has rounded up scores of documents taken from lobbyists' files—money deals, sums paid to Congressmen and Senators (names deleted) for radio broadcasts, etc., which don't make the daily papers.

The housing lobby bragged too much about all it was doing for the members. There are texts, for instance, about free publicity secured by the National Retail Lumber Dealers and invidious comparisons with what an ad agency could have done for the money spent.

The hastily formed organizations to get rid of excises, if the first to appear are representative, spent their money mostly to assemble and persuasively present the statistics. The anti-cabaret tax group did a lot with figures on total returns to the Treasury before and after the tax increase. The fur tax group, too, used its money to collect facts to use in argument.

Interestingly, the cabaret men's contract with the chief lobbyist was on a sliding scale—fixed retainer plus

a contingent fee based on the amount of the reduction secured.

The Committee is interested in the exact point at which publicity shades into lobbying.

► There may be a House investigation of the use of chemicals in processing foods. If it comes, there'll be a lot of bad publicity.

► While the Administration is getting up various stunts to encourage imports, several Congressional committees are dealing with complaints of American sellers who want to keep foreign goods out. Rep. Pace of Georgia especially is interested in stopping imports that break down the crop supports.

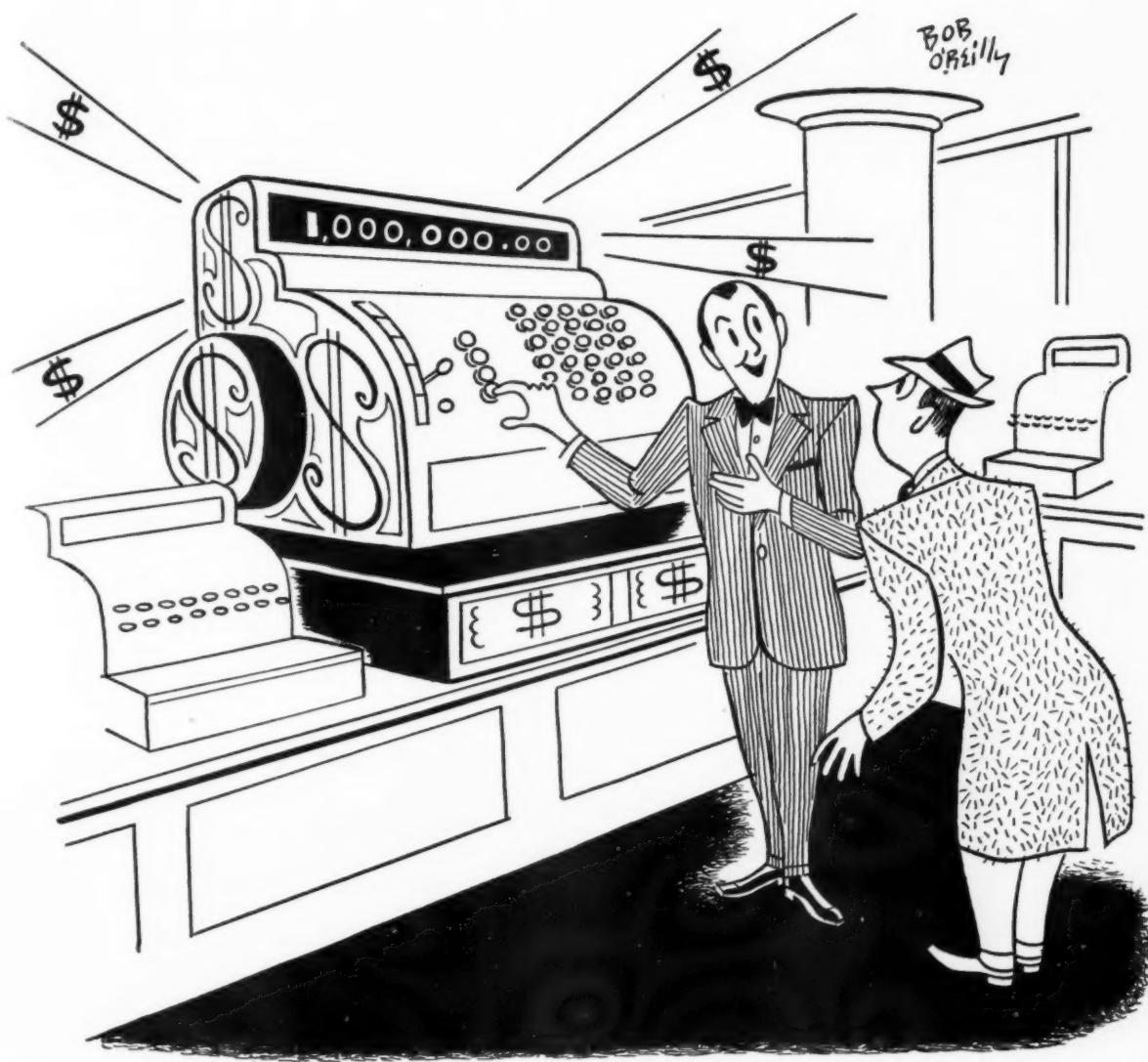
FEDERAL TRADE COMMISSION

► Effective June 1, FTC will have gone through an internal reorganization, not directly connected with the President's plan. In essence, there is now a vertical instead of the old horizontal setup.

Now, one group of lawyers will work on restraint and another on false ad cases, in each case handling both preliminary investigations and trial work. The old system had one group investigating and another going to trial, regardless of the types of cases. There is now a single Bureau of Industry Cooperation to handle both stipulations and sales codes.

► An especially frank piece of writing is Corwin Edwards' recent speech, "The Relation of Bigness to the Regulation of Marketing," which you can get by writing the Commission. It explains why, in enforcing the Robinson-Patman Act, the word "discrimination" gradually applies to more and more things. It also explains why the Commission will act against a big company doing exactly what small ones do, while it lets the small ones alone.

Edwards points out that businessmen who aren't treated by salesmen as they think they should be continually suppose themselves to be discriminated against. And so a complaint goes to the FTC.



**That's the special model for advertisers in
The Des Moines Sunday Register!**

Big things are the rule for advertisers in The Des Moines Sunday Register—because it's a big paper . . . doing a big, unique job in one of America's biggest markets.

For example, do you know that Iowa is a 5-billion-a-year spending state? That's big! Its family income last year grew more than that of any other state. As an urban market, Iowa tops Boston. As a farm market, it's without comparison.

Best of all, it's an easy-to-reach rich market. The Des Moines Sunday Register wraps up the whole state for you—with family coverage of from 50% to 100% in 82 of its 99 counties—and at least 25% coverage in the remaining! *That's unique!*

You reach 70% of *all* Iowa families in The Des Moines Sunday Register at a milline rate of \$1.57!

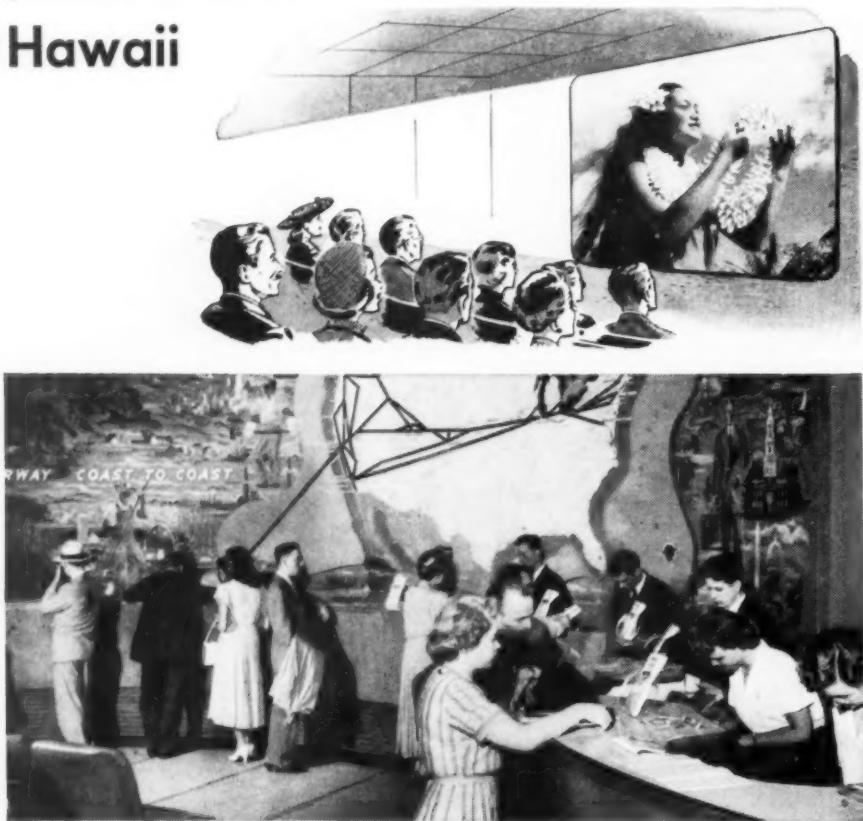


**PACKAGES A STATEWIDE URBAN
MARKET RANKING AMONG
AMERICA'S TOP 20 CITIES**

THE DES MOINES REGISTER AND TRIBUNE

ABC Circulation March 31, 1950
Daily, 372,051—Sunday 540,192

Filmosound helps sell plane tickets to Hawaii



Above, group viewing United Air Lines sound-color film, "High-Way to Hawaii." More than two million persons have seen this fine film which has helped United sell thousands of tickets to Hawaii. Below, busy scene in United's ticket office in Chicago.



R. E. Johnson, Director of Advertising, United Air Lines, says: "United Air Lines is a pioneer in the use of films to promote air travel. We have been a consistent nationwide user of Filmosound for the past 20 years. We are today relying heavily on this equipment in the visual sale of our product to the public and for the education of our own personnel. United's Main Line Airway serves 80 cities coast to coast and border to border—and there is a Filmosound in every principal ticket office—often two or three in the larger offices."

Send for this FREE BOOKLET!

Movies Go to Work—tells briefly and clearly how to use motion pictures for

- Training salesmen • Improving public relations
- Selling your product • Increasing production

Write to Bell & Howell Company, 7190 McCormick Road, Chicago 45.

Guaranteed For Life

*During life of the product, any defects in workmanship or materials will be remedied free (except transportation).

You buy for life when you buy . . .

Bell & Howell

► Trade rules just promulgated for the Fine and Wrapping Paper Distributing Industry contain, aside from the usual agreements:

1. There must be no misrepresentation of whether the distributor manufactures, wholesales or retails.

2. Closeout ads of well known products should disclose stock on hand.

3. Distributors must not fake conformity to standards.

The industry also included the following as practices it supports:

1. Acceptance of returned merchandise is discouraged.

2. Members should keep adequate cost records.

3. Collection of statistics, never revealing situations of individual concerns, doesn't conflict with FTC requirements.

AGRICULTURE

► Based on its marketing research surveys, the Department is warning farmers that prepackaging at the farm shipping point is only a partial answer to distributing problems. Prepackaging often calls for refrigeration all the way from the harvest to the ultimate sale. This is something for refrigerator companies to look into.

► Bureau of Agricultural Economics forecasts that farmers' gross receipts will be off \$2.5 billion this year from the \$27.5 billion of 1949. Net income will decline at least as much. Farmers for several years have been buying a lot of equipment; there won't be any decline in what they spend for operating and maintaining it—gas, spare parts, etc.

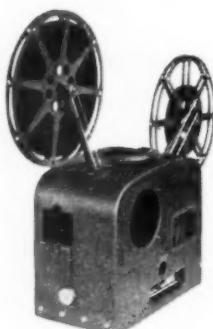
COMMERCE

► The French mission studying American selling methods arrived in D. C. in early May, left the United States for home May 27. In Washington the members visited local shopping centers, guided by Commerce officials. In New York, there were visits to Bergoff Goodman, Macy's, the McKesson warehouses, also visits to the New Orleans International House and to Chicago buying offices.

The French mission members were especially interested in the *SALES MANAGEMENT Survey of Buying Power*.

The Italian mission, which soon will arrive, is interested in finding good locations for permanent promotion staffs. Italy will set up several sales information centers.

The British seem to be most interested in marketing their textiles.



16mm Single-Case Filmosound—Precision-built for finest trouble-free performance—guaranteed for life.* Full, natural sound—light in weight—foolproof threading—exclusive Safelock sprockets to prevent damage to film. Pictures now brighter than ever with the new Super Proval lens. With 6-inch built-in speaker, \$399.50. Separate speakers available for larger audiences.

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the period ending June 1, 1950

PRICES—AND BIG BUSINESS

In a May 16 broadcast, Robert R. Nathan, Economic Advisor to the CIO, warned that some corporations are earning too great a profit for their own good and are creating conditions which bring about depressions. Corporations which lay aside excessive profits are building "storm shelters" that create the conditions they fear, and "if corporations make big profits and these profits are not spent by business, then we are facing trouble."

He took a pot shot at General Motors on the ground that in 1949 the company made profits after all taxes equaling a 36% return on its investment and said profits for the first quarter of 1950 were at an even higher rate. He regarded this as completely contrary to the interests of the country and even to the long-run interests of General Motors. The corporation, he stated, has more than \$900 million in cash and Government securities on hand. "Surely," said Nathan, "these phenomenal profits cannot be justified on any grounds of the money being invested productively."

He would like to have the company cut prices and raise wages "because that is the way in which they can enlarge their market." We can understand why the CIO spokesman should come out for higher wages, but would CIO workers be better off if General Motors made a severe slash in prices?

Last year, while General Motors and three other automobile companies increased their net by an average 48%, there were 18 smaller companies, including truck manufacturers, who went from a net income to a net deficit. Packard's profits were slashed almost in half; Hudson's earnings were cut substantially; Kaiser-Frazer suffered a major loss.

Another company whose profits are being attacked is United States Steel and the company came in for a lot of criticism because it announced a steel price increase at almost the same instant that it announced peak earnings for 1949. But what's the story in the steel industry?

While 9 steel companies had profit gains in 1949, 13 had decreases running to 25%, 18 had decreases running from 25 to 50%, 12 had decreases of more than 50% and 2 had a deficit.

Your editor does not have a direct pipeline into the meetings of the directors of either the General Motors Corporation or the United States Steel Corporation, but it seems very probable that price reductions have come up for very serious consideration and have been voted down because management in these large corporations fears that such reductions would put many competitors out of business!

It would seem that these corporations could afford to make a price reduction, but the profit picture of all companies in the two industries is such that many of the smaller and marginal firms would go into bankruptcy as a direct result.

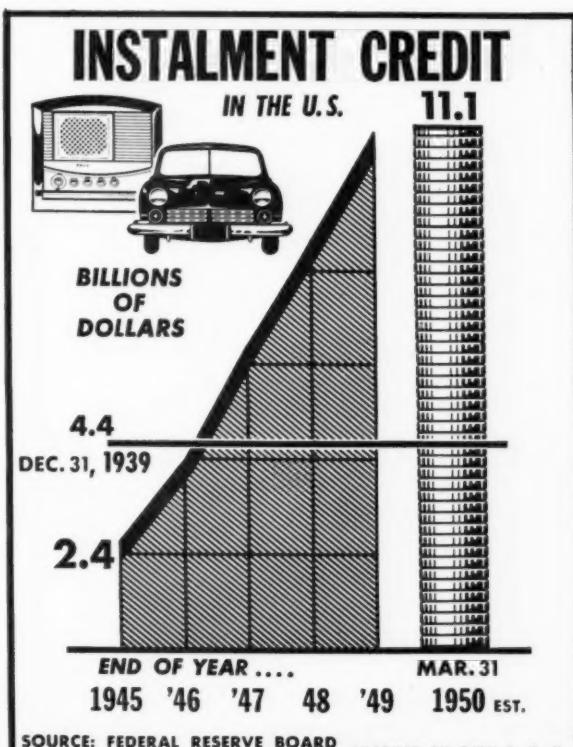
Would the CIO unions be better off if the automobile and steel industries were still further concentrated in the hands of General Motors and U. S. Steel? Would General Motors and U. S. Steel be better off in the long run? Then they *would* be attacked—and from every quarter—on the ground of monopoly.

LABOR AND IMPORTS

Many union leaders are protesting to Washington against an "influx" of foreign merchandise, and Paul Hoffman is being forced to give serious attention to these squawks. He and his associates are telling union groups that "security abroad means security at home," that we must buy from abroad if we are to sell abroad, that the Government will provide help, such as retraining or relocation, if imports actually hurt U. S. labor.

There do not seem to be many authenticated cases as yet where imports have been harmful to American management and employes. In the case of the much-discussed British invasion, about the worst that might be expected in any industry is the equivalent of one new manufacturer going into the field.

Not all union leaders are putting the blame on imports. Recently two experts in the hat industry testified before the U. S. Tariff Commission. One was Frank H. Lee, Jr., head of the hat company which bears his name, and the other was Dennis M. Carroll, Secretary-Treasurer of Local 10, United Hatters, Cap & Millinery Workers. Both put the blame for the crippling slump in the American hatting industry, not on tariffs or foreign imports, but



on one factor—the “hatlessness” of the average American man. The union leader admitted that the low tariff has allowed foreign hat bodies to come into the country in considerable quantities, but pointed out that “the percentage is low when compared to the entire hatting picture.” The union leader produced figures indicating that only 2% of the male hat market and less than 19% of the women’s market have been affected by foreign imports.

Britain’s attempts to bridge the dollar gap were accentuated last week with the announcement of plans to open a British trade promotion center at 677 Fifth Avenue, New York, in conjunction with the British Commonwealth Chamber of Commerce.

Sir Norman Kipping, Director General of the British organization, said, “The Federation has decided to offer far larger financial help in the future than it ever has in the past, either here or in any other country.”

Private industry is beginning to reassert itself in British affairs. The British Export Trade Research Organization (commonly known as BETRO) was started by the Labor Government and operated with funds supplied by the Treasury. Now it has been taken over by Federated British Industries (comparable to our National Association of Manufacturers) and will operate as a unit of private industry. American headquarters are being moved from Washington to New York where they will be a part of the new British trade promotion center.

DO's AND DONT's ON EXPORT SELLING

While American companies know more about how to sell in the American market than do the sales experts of other nations, we have a lot to learn from the British in world-wide selling. Last month an Englishman made a big hit with members of the New York Sales Executives Club when he released some of the secrets of selling overseas. Alexander C. Geddes is the Sales Director of the

Brush Electrical Engineering Group of Companies, outstandingly successful in selling engines and other machines in overseas markets. (See “They’re In the News,” SM, May 20.)

He accused Americans—and rightly so we think—of approaching export selling in a half-hearted way. He said, “To appoint agents in any other way than by direct visit to the territory of your senior executives is very unsatisfactory. We have found to our cost that an imposing letterhead very often is the chief asset of a so-called reputable agent. I think Americans have been taken in this way perhaps a little more often than we . . . Americans are in my experience averse to serving overseas even for periods of a year or two. Thus, American corporations more often than we have to operate through foreign organizations. . . . You should learn to regard your overseas agents as integral parts of your organization. If they make a fortune out of your business, don’t start cutting their margins. They are, after all, a vitally important part of your whole operation and their success is your success.”

Mr. Geddes offered three cardinal rules for successful export selling:

1. *You must really want to export.* The mechanism of selling in your home market is relatively simple. You will not succeed overseas nor will you deserve to succeed unless you study the problem of selling in every individual country with even more care than you give to the home market. The commercial climate is rigorous. You are up against not only local production, but that of all the great trading nations as well.

2. *Love your agent as a brother.* He must really be made to feel a part of your organization. Give him every support. A small order to you may be a very big matter for him. Be patient and build your relationship over the years.

3. *Tact and diplomacy*—the patient drinking of endless little cups of coffee is in the field of large contracts often the only route to success. Go slowly and use your head.

Matching the “do’s” were three major “don’t’s.”

1. Don’t bribe; besides being contrary to accepted Western ethics, it does not pay in the long run, and it is not really necessary.

2. Don’t promise deliveries you know you cannot keep. Americans have earned a bad name for this in recent years.

3. Don’t offer performances which are not attainable in practice. You will do it only once.

**PHILIP SALISBURY,
Editor**



The Business Trend continued its upward movement and reached 235 points in April, 1950. This high level was caused by the rising trend in Business Spending and New

Orders. With the rise in these components expected to continue, the Business Trend for May is likely to show a further increase to 238 points.

Can Chevrolet Stay on Top?

BY LAWRENCE M. HUGHES

Soaring at a \$2.5 billion sales clip, biggest GM division widens lead over rejuvenated Ford and Plymouth. Chevy may sell two million units in 1950; 25 million total by 40th birthday in 1951. But it all takes a lot of doing.

General Motors finally decided not to scrap Chevrolet.

But in that "Valley Forge" winter of 1919-20, strong reasons were advanced for doing so. When William C. Durant turned over control to a new regime headed by Alfred P. Sloan Jr., he left behind an agreement not to reduce Chevrolet's prices until April 1.

This car was supposed to be the reorganized GM's white hope against Ford. And yet Ford's Model T was then selling 10 times as many units as Chevrolet, at prices \$450 less.

Then an Also-Ran

Although "General Motors Corp." sounded big, its share of the industry's car and truck total had dropped in a decade from 19 to 9%. A skinny, stubborn ex-mechanic named Henry Ford held half the industry. GM found its place among scores of motor-makers in the rest of the field.

The newest GM member was the car which Promoter Durant had asked Race Driver Louis Chevrolet to design. Chevrolet Motor Co. started November 3, 1911. In 1912 it produced 2,999 touring cars, listed at \$2,150. By 1918 it was selling 95,660. Already, a million or more a year had become a habit with Ford . . .

The other day a tall, blue-eyed, grey-haired Irish-American GM veteran named Thomas H. Keating sat at his desk in the Chevrolet side of the great grey General Motors building in Detroit and recalled that "it was only Mr. Sloan's confidence that kept Chevrolet from being liquidated."

Since then Sloan has become chairman of the board of what has become the world's largest industrial company. And last summer Tom Keating,

who started as a card indexer in New York in 1916, was advanced from general sales manager to general manager of its Chevrolet Division.

Keating is the first head of Chevrolet who has moved up the sales route. Among 35 GM vice-presidents he is one of three (the others being Harry J. Klinger and William F. Hufstader, v. p. for distribution) who have spent their lives primarily in getting buyers for GM products.

Chevrolet has done all right, too. It has grown to be GM's largest division. In fact, excepting only all the rest of GM, it may be the largest producing and sales operation in America.

The corporation's 1949 sales volume exceeded \$5.7 billion, or about \$1 billion more than in 1948. At the same time, GM's net income, after taxes, rose \$216 million to a total \$656 million. First quarter figures indicate that its 1950 sales volume will reach \$6.5 billion and 1950 net income \$850 million.

GM has diversified far beyond "motors." Its sales dollars, from the 48 divisions and units which have been consolidated with the parent company, derive from products ranging from Diesel locomotives, airplane motors and electric appliances to cigarette lighters.

Ties the Purse Strings

But motor cars still provide the great bulk of sales and income. And for two decades more than half of all GM cars have been built and sold by Chevrolet.

Although the corporation does not break down the figures, probably 40% of all its sales and profits now comes from Chevrolet.

After all the rest of GM combined, this division thus would rank with all

Standard Oil Co. (N. J.)—which sold \$2.9 billion in 1949—as the second largest selling industrial unit. Already its volume probably exceeds U. S. Steel's \$2.3 billion—and all of Ford Motor Co., including Lincoln and Mercury.

But the conquest of Ford did not come easy. Even after 24 years, since Chevrolet first won the annual sweepstakes, it still does not come easy. Victory must be re-won every year and every day.

And in some of these 24 years Chevrolet has not won.

Battle Cry

Especially since V-J Day, a reorganized and rejuvenated Ford has flung all its resources toward the objective: "Beat Chevrolet."

Chevy's slogan is: "There's No Place Like First Place"—one interpretation of which may be that no place is harder to hold.

Whether Chevrolet first moved ahead primarily on the strength of better product and better selling, or largely by default through Henry Ford's unwillingness to drop or even to promote the then-venerable Model T, still draws dinner-table debate at the Detroit Athletic Club.

Yet, until young Henry Ford II took the wheel after World War II, contrasts between the two were sharp. Chevrolet is far from perfect. It has committed its share of business sins. Sometimes it has been too "opportunistic."

But through the years it now seems that when Henry I was dumb, the Chevy leaders managed to be bright. When Ford was rigid and unyielding, they learned to be flexible. When Ford rammed personal "policies" down the throats of executives, workers and dealers, Chevrolet tried to learn from them and develop them.

And when Ford would sell people only what he thought they ought to have, Chevrolet went out and found what they wanted, and then went to some trouble to build it for them.

In other words, while the Despot of Dearborn used men mainly to feed his own bankroll and prejudices, Chevrolet increasingly joined with

\$50,000,000—W. G. Power (left), manager of Chevrolet's advertising department, consults with Charles J. French, Chevy's public relations director, on ways in which this division and its dealers will spend some \$50 million in advertising and promotion this year.



them to establish a dynamic organization and to create an ever-expanding market.

Without dictatorship, Chevrolet was able to develop its own kind of managerial continuity. For a total of 24 years, from 1922 to 1946, only two men—William S. Knudsen and then Marvin E. Coyle—directed this operation. Both were "production" men. So was Nicholas Dreystadt, from Cadillac, who ran Chevrolet until his death in 1948. After a brief period when W. F. Armstrong, a GM vice-president, was in charge, Tom Keating took over.

But Knudsen, Coyle and Dreystadt were ably aided by such sales directors as Richard H. Grant and William E. Holler. And long before what Keating calls a "salesman's market" arrives (Chevy still has a three-month backlog of orders) the abilities of Keating and the new general sales manager, W. E. Fish, are helping to gird Chevrolet for the even-bigger battle.

SM showed them a clipping from a New York newspaper: "The months ahead may see the real race between Chevrolet and Ford for the auto industry's leading position." The story added that production of Ford cars and trucks in the first half of 1950 has been scheduled for 750,000 units.

Keating smiled: "Ford has been alerting us since 1946. I think it's silly to reveal strategy ahead of time."

Fish said, "I understand Ford now plans to regain leadership in 1952. We've seen their 1950 car. Chevrolet will have some new cars too. We'll also have plans for selling them."

Chevy is now producing at an annual rate of two million.

Die-Hard Legend

Such is the strength of the Ford tradition, however, that many a motorist today still believes that the Ford car leads in sales.

Yet in the last 20 years, 1926 through 1949 (minus the four wartime years 1942-45) Ford was first in U. S. car and truck registrations in only five: 1926, 1929, 1930, 1935 and 1937. In trucks Ford topped Chevrolet in six years, and in passenger cars in four.

In all the other years, Chevrolet emerged in the No. 1 position.

Gradually, in the '20's, Bill Knudsen could shave Chevrolet's production costs until prices of some models were within \$100 of Ford. Gradually Dick Grant, salesman and showman, could boost sales until by 1926 Chevy's registrations reached 542,000, or almost half of Ford's 1,330,000.

After 17 years the Model T was still chugging along. Why should Ford change to meet the new upstart? Mass production and mass price—and the two went together—were what mattered. And wasn't he selling a stripped-down roadster, f.o.b. Detroit, for \$290? What if it lacked such luxuries as demountable rims and self-starter? If some people had to have such doodads, let them pay extra for them.

But Chevrolet was learning that many people could be induced to buy "equipped transportation." They wanted comfort and convenience. (Quite a few had broken their arms trying to crank a Model T.) The new Chrysler Corp. was stressing style. Obsolescence was ousting depreciation as a car-buying factor. Used cars were becoming saleable.

As competition toughened, Ford found whipping boys. People had bought the Model T. Why pay sales managers big money to sell it? . . . And so Ford fired Norval A. Hawkins, who had popularized the little "lizzie" on farms and in small towns. (Hawkins became a GM sales consultant at \$150,000 a year.) Then in turn he hired and fired William A. Ryan, Fred L. Rockleman, W. C. Cowling, H. C. Doss . . .

And since everyone knew the Ford, why waste money to advertise it?

While Chevrolet has advertised steadily since 1918, through Campbell-Ewald Co., for many years Ford

did not advertise at all. Then it did so by fits and starts, through a half-dozen agencies—Critchfield, Ayer, Maxon, McCann-Erickson, J. Walter Thompson, Kenyon & Eckhardt.

Finally, Henry Ford yielded. He dropped Model T. At a cost of \$100 million to Ford Motor Co. and of hundreds of millions more in the loss of a year's wages by 100,000 workers and of a year's sales by 10,000 dealers, the Model A was born . . . In five days he spent \$2 million in advertising to announce it.

Too Late

But he had waited too long, and changed over too slowly. Chevrolet was entrenched. Chrysler's Plymouth had been launched. And Ford dealers had gone over to GM and Chrysler in droves.

Then, instead of giving the "loyal" dealers some sorely needed stimulus, Ford tried to get them to pay for his own losses. He cut their commissions and loaded them, higher than ever, with quotas. As late as 1938 the Federal Trade Commission found 58% of all Ford dealers still complaining of overloading.

When Edsel Ford tried to humanize and liberalize his father's policies, the old man—abetted by his *chef de espionage*, Harry Bennett—beat him back at every turn. Edsel died in 1943 and his oldest son, Henry II, was brought in. But the old man still held 58½% of the voting stock and 100% of the control.

Only when Henry I's health began to fail, two years later, could Henry II take over.

The first thing the young man did was to fire Harry Bennett. Then he hired as executive vice-president Ernest R. Breech, a former GM executive; put Lincoln and Mercury into separate hands, largely with sep-

arate dealers—and went to work on Chevrolet.

In 1946, by exhausting all resources and ingenuity to get steel and other scarce materials, he nearly did "beat Chevrolet."

When returns from all precincts had been counted, less than one-half of 1% separated their passenger car registrations: Ford, 326,822; Chevrolet, 329,601. But in trucks Chevy showed a 40,000 lead—171,618 against 131,469.

Since then, despite all Ford's intensified production, sales and promotion efforts, Chevrolet has lengthened its lead—in cars to 108,000 in 1947, 223,000 in 1948, 225,000 in 1949; in trucks to 49,000, to 90,000, then to 154,000.

Chevrolet's combined new car-truck registrations in 1949 reached a record 1,376,985, against 998,007 for Ford cars and trucks. And in four years Chevrolet's margin over Ford has multiplied nearly nine times, from 42,928 to 389,978.

Meanwhile, Plymouth (which makes no trucks) steadily increased car registrations from 211,800 in 1946 to 527,915 last year. But in cars alone it still lags 300,000 behind Ford and 500,000 behind Chevrolet.

Ford blames its 1949 showing largely on a 25-day strike in May. Plymouth, struck with all Chrysler Corp. for 100 days this year, may drop farther behind.

GM's fears of a strike were ended when, on May 23, it agreed with UAW to a five-year contract providing annual wage increases, pensions, health insurance, and other factors. This contract may keep strikes from cramping GM's, and Chevrolet's, sales styles.

With its pension issue with UAW

already "settled," Ford in 1950 *may* be able to push ahead of Chevrolet.

But whatever the 1950 standings may be, *cumulatively* the Big Two are still neck and neck. Scarcely 5% separates their totals 1926 through '49:

Passenger cars: Chevrolet, 13,081,641; Ford, 12,483,455.

Trucks: Chevrolet, 3,297,230; Ford, 3,021,957.

Cars and trucks: Chevrolet, 16,378,871; Ford, 15,505,412.

Chevrolet has hardly had a chance to become soft or smug.

Good Target

Tom Keating and Bill Fish know that top dog is fair game for everybody. Not only Ford and Plymouth, but other divisions of General Motors and various independents are doing their best to beat Chevrolet. Studebaker, Nash, Kaiser-Frazer have just thrown lower-priced contenders into the fray.

When one is on top it's said there's only one direction to go. But Keating and his crowd interpret this to mean *higher up*.

Chevvy's leaders seem a bit more dignified than those of, say, Kaiser-Frazer or Nash. There's an even tenor in the ways of all GM, in fact, which the independents lack. It springs from size, from stability and continuity. And a sense of direction. The Chevrolet people, for example, appear to know where they're going.

But your reporter wondered whether Chevvy wasn't becoming too self-sufficient, too ingrown. Wouldn't a shot of new blood help?

The five who run Chevrolet today have been with GM an average of 30 years. They are Keating; E. W.

Ivey, his administrative assistant and financial director; Fish; W. J. Scott, general manufacturing manager, and E. H. Kelley, chief engineer.

Keating sees no reason why long service need cramp ability or resourcefulness. "When I was made general manager," he said, "and Mr. Fish succeeded me in charge of sales, promotions followed all down the line. I think it's a tribute to the kind of people we hire in the first place."

Chevrolet Division's organization chart lists some 270 executives. Ivey appears twice in his dual capacity. A fifth man reporting direct to Keating is Charles J. French, former advertising manager, who has moved into the newly created spot of Chevrolet's national director of public relations.

In engineering under Kelley are listed 25 executives. In manufacturing, under Scott, are three lines—to 11 assembly and to 14 manufacturing plant managers, and to heads of such functions as industrial relations, purchases, production and standards, traffic, warehouse and parts stock: 48, all told.

Ivey's group embraces 33 controlling and auditing executives—primarily at the 25 manufacturing and assembly plants.

Biggest chunk of the chart, presenting 161 national, regional and zone executives, is Sales, under Bill Fish. I. X. Sarvis heads all eastern and H. E. Crawford all western sales. Directly under both are I. W. Thompson, general parts and accessories manager; assistant managers for p. and a. merchandising for the East and the West, and then the manager for p. and a. warehousing and distribution.

(Continued on page 120)



CHEVROLET CHIEFS—Thomas H. Keating (left) was the first general sales manager of General Motors' biggest division to sell more than one million cars in one year. After 12 years in that post he is general manager in charge of keeping Chevrolet the nation's biggest industrial unit.

Two decades of helping to boost Chevrolet's sales standing have landed W. E. Fish (pointing at map) in Chevrolet's top sales post. I. X. Sarvis (center) is assistant general sales manager in charge of the East, and H. E. Crawford, assistant general sales manager for the West.



They're in the News



THEY KEEP THE CHEVVIES ROLLING . . .

they're W. E. Fish, the Chevrolet Division's general sales manager (left), a Pittsburgh boy who came to Detroit 16 years ago and stored his furniture because he didn't plan to stay but a few weeks and Thomas H. Keating, his pal, who stems from the town Betty Smith made famous. Keating is busily moving out of his old office—he was the former g.s.m.—to make room for Bill Fish. But Tom Keating is climbing another Chevrolet rung: Now he's taken over Chevvie's leadership as general manager. Bill Fish (who finally took his furniture out of storage after five years in Detroit), a tall man whose pink cheeks and well-knit figure belie his 51 years, started in the automotive field as a truck salesman for Packard, left when Packard dropped trucks. Then Chevrolet got him. Three years later he landed in Detroit for the "short stop." Keating's first job was that of clerk for Crucible Steel. But as early as 1916 he was assistant car distributor for Chevrolet Motor Co. in New York. About that time a contemporary, Joseph W. Frazer, told him he had no future with Chevrolet. Ho hum . . . sweet are the fruits of adversity.



MILK IN HIS VEINS? . . . Well, if there is, it's Grade A—liberally mixed with iron. For William F. Duemmel has spent the entire business part of his life selling lactic. The only job he's missed along the career route was milkman—and he knows all the stops. Today he's the new vice-president in charge of sales for The Borden Company's Farm Products Division for Greater New York—the world's longest milk route. He's an old-timer with the company that made Elsie a household word: He began with it some 20 years ago in a once-removed fashion. After Marietta College he joined a dairy operation in his home town (Zanesville, O.) which later was taken over by Borden. Several years afterwards, Robert Smallwood, sales and advertising executive for Borden in New York (and now head of Lipton Tea) brought Mr. D. to the big city, then promptly sent him out on the road. He covered the country until 1935 when the company finally let him settle down as retail sales manager of the F. P. Division. He became general sales manager in 1943, the post from which he's been promoted to v.p.

BY HARRY WOODWARD

ON WEEKENDS—A KID'S CAMP . . . The man who founded it, guided it to a respected position in the agency world, has kicked himself upstairs. Duane Jones, of Duane Jones Company, Inc., is relinquishing the presidential chair of his bailiwick in favor of a young (42), energetic protege he's been training for the past six years. The new prezzy: Robert Hayes, who started in Wall Street as a security analyst and who runs two summer camps for kids. They say that Massachusetts-born Hayes has such a full head of steam he probably could find time for *three* summer camps! After Wall Street he had five years with P & G. They recognized his flare for advertising, put him in their Cincinnati advertising department. But he wanted a full agency career, went to Young & Rubicam and learned about selling Lipton tea and soup. Duane Jones—who's now chairman of the board at his place—snagged him in '44, made him an assistant account executive. Hayes lives with four women—three are his saucy daughters. His spectacular rise in the agency field could have been forecast as early as his Harvard days. He paid his own way through—by teaching kids.



HE OUGHT TO KNOW refrigerators, that Howard L. Clary. He sold 'em from the floor for 15 years before he got into the sales management end of operations. Now he's seen his basic training pay off: He's Norge Division, Borg-Warner Corporation's new vice-president in charge of sales . . . When "Red" Clary (a man who dislikes talking about himself) got out of Carnegie Tech he went to work for Norge's oldest distributor, located in the Smoky City. There he learned to sell—the hard way . . . Norge had kept its eyes trained Clary-wards for a long time; after the war—he'd served on the War Production Board for three years—it grabbed him. Shortly after, he was made regional sales manager. Next: general s.m. . . . Red is known as a considerate guy. Illustration: Recently, while driving the tortuous El Capitan road in the Colorado mountains, he made a hairpin turn and met a woman coming up the other side—the wrong side. Automatically he threw his car into reverse, almost backed off the road to doom. If his weren't such a cool head, he'd be colder than one of his refrigerators.



TV: How It Is Being Used For Institutional Advertising

BY TERRY ARMSTRONG

A report on the television activities of 10 sponsors in the bank and insurance classifications presents as many techniques for building goodwill and promoting services via video. Included are live shows, films, one-minute spots.

Granted—TV, with its vast display and demonstration advantages, has proved itself a prime mover of products. But how about it as a medium for advertising of an institutional character or the promotion of intangibles? How can it be utilized for such a purpose?

Banking institutions in various cities have been experimenting with television and the following study reveals some typical approaches for promotion via video.

One of the earliest and most consistent bank users of TV is the Marine National Exchange Bank, Milwaukee. For two years it has been sponsoring "Salute to Wisconsin," a weekly half-hour show telecast Wednesday nights over WTMJ-TV, the *Milwaukee Journal* TV station.

Strong Local Color

As can be surmised from the title, the program is designed to have strong appeal to the state pride of the residents of Wisconsin. Specifically, the vehicle honors a different Wisconsin industry or community organization each week. A few of the many industries which have been saluted have been the dairy; leather and textile industries. Firms such as the Miller Brewing Co., the Kearney & Tech Co. (machine tools), the J. I. Case Co. (farm machines), and the Plankinton Packing Co. have been featured.

On other occasions the program has hailed and demonstrated the work of such community organizations as the Milwaukee Police Department, the Curative Workshop, the Fire Department and the Milwaukee Boy's Club. The bank's weekly shows are usually sparked with interviews with local and visiting celebrities. An idea

of the scope of this program can be gained from the fact that as many as 75 people have appeared on individual shows.

"Salute to Milwaukee," prepared by the bank's advertising agency, Cramer-Krasselt Co., utilizes and combines practically every ingredient available for a television production.

Well Worth While

Because the format of the show is kept so flexible, costs fluctuate each week. However, the Marine National Exchange Bank considers that the long-range results warrant the expense of its TV venture. Eliot G. Fitch, president, sums it up: "We believe this series of television programs has created a spirit of goodwill and a closer personal relationship between the bank and the major industries and institutions, the stories of which we endeavor to tell on these shows. We feel, also, that the series is bringing the TV viewers in this area a better understanding of the work done by these organizations, and along with it, an appreciation of the service of the bank."

Having pioneered a comparatively expensive program through the days of just a few thousand TV receivers, the bank is naturally gratified to see its program reach a point of community interest where companies and organizations clamor to appear.

Rapidity of television audience growth in the Milwaukee area is indicated by the fact that TV set sales for April, 8,531 in all, brought the total to 109,547 as of May 1.

For its first venture with TV the Union Trust Company of Maryland has embarked upon an intensive campaign. Starting last January it has been utilizing the facilities of

**PROWLER STEALS
\$2000 FROM
COOKIE JAR**



FIRST...
IN AGE
IN SIZE
IN RICHMOND

CARTOON ILLUSTRATIONS are used in TV announcements of The First and Merchants Bank of Richmond, Va.

WMAR, WBAL and WAAM as it had been decided to go in for full blanket coverage of the city of Baltimore and all surrounding areas where television reception is established.

The logic behind this decision is sound in view of the fact that the greater Baltimore area has enjoyed one of the most phenomenal gains as far as home receiver sets are concerned. In December 1949 the set count for the area stood at 113,000. According to a survey recently completed for the Baltimore Television Circulation Committee, the count as of May 1, 1950 reached 165,843. Sales of television sets for March alone totaled 11,898.

The Union Trust Company employs one-minute spot announcements



OPENING SHOT of the TV commercial of Union Trust Co., Baltimore, presents map of greater Baltimore. Stars showing the 22 branch offices pop up in the map during the announcement.

In fact, it is the only bank advertiser on television in Baltimore currently using a new and different film feature in each spot on each station. Most of the spots feature auto financing, checking accounts, personal loans and bank loans, each comprising about 20% of the total. The remaining 20% of the spots are devoted to promotion of savings accounts, safe deposit boxes, travelers' checks and the trust department.

With the cooperation of its agency, Louis E. Schecter Advertising Agency, the bank has developed an effective frame for its video presentations. Each opens with a map of Baltimore City spotlighting the 22 offices of the Union Trust Company, from the center of which the firm's bronze plaque zooms up to full screen. Then follows a live action sequence of approximately 38 seconds. Another shot of the 22 offices follows and the bank plaque or seal makes the close.

A breakdown of expenses runs about as follows:

Time—\$200 a week

Films—\$15 each

Announcements—\$65 a spot

As of the first week in April, total cost of this bank's television activity amounted to approximately \$7,500.

While it is considered difficult to obtain an accurate check of results with this type of program, Union Trust feels that public reaction has been most favorable and the plans are to continue television activity.

When the Baltimore Federal Savings and Loan Association decided to use television it chose a vehicle with high entertainment value. For 17 weeks it sponsored a live 15-minute show, "This Is Your Zoo" over WAM Tuesday evenings 7:00 to 7:15.

Each week, Arthur Watson, director of the Baltimore Zoo, introduced some of the animals from the zoo. Among the guests have been lion cubs, pythons, monkeys and camels. Mr.

Watson exhibited the creatures in the most informal manner possible, with an easy-going informative comment.

The packaged show, time and talent, cost only \$191 weekly. The commercial part of the program pushed the sale of children's savings books. The Baltimore Federal's television activities have been suspended temporarily until its new building is completed. Resumption of TV advertising is anticipated within the next few months.

The South Heard From

For 20 months now The First and Merchants National Bank of Richmond has been advertising over WTVR, Richmond, Va. To date the activity has been limited to one one-minute spot a week on Sunday evenings. The short announcement consists of cartoon-type slides and appropriate audio copy.

In one instance a slide is used featuring a reproduction of a newspaper headline, "Prowler Steals \$2,000 from Cookie Jar." The off-screen commentary reminds the audience,

"Prowlers simply draw a blank, When your money is in First and Merchants Bank."

Another slide shows a patron asleep, blissfully smiling, while sheep soar by, each labeled "Bill—Paid." The commentary declares:

"In First and Merchants his money stays.
Everything by check he pays
Work and worries thus decrease,
In the night he rests in peace."

Also utilized is a slide displaying the bank building and seal with the slogan, "First in Age—in Size—in Richmond." Audio part of the commercial states:

"First and Merchants Banks are found,
All around about this town.
For your account, just pick the one,
Where your banking is the easiest done."

As to the costs of First and Merchants TV activity—slides and vocal announcement, both prepared by the bank's personnel, run about \$10 weekly.

Officers of the First and Merchants Bank, in emphasizing the effectiveness of the television project, made this statement: "During one week we featured a novel calendar savings bank on our television announcements. The results of this advertising were excellent and our supply of calendar banks was sold out shortly thereafter."

With the TV set ownership count in the Richmond area already at 23,500 as of March, the bank expects its advertising via this medium to have still stronger impact and may expand its TV activities in the near future.

In October, 1948, the Corn Exchange National Bank and Trust Co., Philadelphia, began to experiment with television to determine its efficacy for bank advertising and to test its potency as a promotional tool. That its initiation into TV surpassed expectations is attested by the fact that the bank has renewed its contract for 1950.

Known as the "Open House" program, the vehicle is televised Wednesday evenings from 7:00 to 7:30 over station WPTZ. It brings to television audiences a new concept of variety entertainment. The weekly live half-hour show, for the most part, consists of such offerings as current events, true human interest stories, examples of unusual occupations, developments in science, and fashion notes. Frequently it features celebrities of the entertainment world.

Community Interest

Business leaders are brought on the show to discuss their products and endeavors, and civic leaders who cooperate with various community campaigns throughout the Philadelphia area talk about those efforts on "Open House."

Cost of the production, including time, amounts to approximately \$600 a week.

The Corn Exchange National Bank & Trust Co., with the assistance of its agency, John Falkner Arndt & Co., has made an extensive study of its TV activities to deter-

mine market coverage, character of audience, and cost per TV viewer. Here are some of the conclusions:

1. A survey has shown that 72% of the listening audience is within the metropolitan Philadelphia limits. (Corn Exchange National is primarily interested in sections which can be serviced by its branch offices.)

2. The breakdown of the TV audience indicates a composition of 36% men, 37% women and 27% children under 16 years of age.

3. The latest Pulse rating is 13.5% which gives an audience of approximately 187,110 people who have their sets turned on and are watching the Corn Exchange National show. The bank figures that it is thus bringing its story into the homes of patrons and prospects at a cost of less than $\frac{1}{2}$ cent per viewer.

While, again, results dollar-wise are difficult to measure in a TV venture promoting such things as banking services, these are facts:

A. A definite increase in business is noted during those months in which the bank's "promotion package," of which television is a part, features a given service.

B. On a recent spot test of source of business, TV accounted for approximately $2\frac{1}{2}$ times as many loan applications as any other medium used.

Substantial Results

The Corn Exchange National reports that some really substantial accounts have been opened because of its television promotion. And the fact that the bank is spending better than \$30,000 a year on television with WPTZ, and plans to continue doing so, proves the medium has been successful for Corn Exchange National.

Not so long ago the bank offered a booklet "1001 Things to Remember." The response was 1,070 requests. Along with the booklet the bank sent a questionnaire. From the returns the bank estimated that 70% of the audience earned from \$3,000 to \$5,000 a year and that from three to seven persons in each home usually watched the "Open House" program.

The National Shawmut Bank of Boston has been active in television in the Boston area since the inception of telecasting in Boston on June 9, 1948. Indicative of the bank's faith in

the new medium is the fact that as TV facilities have increased, so has the bank's television advertising.

The current TV schedule is believed to be one of the most ambitious ones in the bank classification. At the present writing Shawmut National is utilizing a full hour's time, 6:00 to 7:00 Sunday evenings over WBZ-TV, for "The Shawmut Home Theatre" which presents a TV feature film. This offering is followed by "The Shawmut Sunday Newsteller" (10 minutes of INS Telenews).

Newscasting

On Monday through Saturday, also via WBZ-TV, the bank reaches television audiences with the "Shawmut Nightly Newsteller," 7:20 to 7:30 P.M. This regular newscast schedule is supplemented with the bank's spot buying.

Over WNAC, Boston's other television station, the "Shawmut Nightly Newsteller" is scheduled Monday through Friday, 7:45 to 7:55. This is followed by the Shawmut sponsored Acme Weather Fotocast.

In addition, The National Shawmut Bank is sponsoring a Multiscope presentation over WNAC, Monday through Friday, 12:30 to 1:00 P.M. This Multiscope offering features the present temperature, news via news tape, and the correct time.

The bank is considering the expansion of its television activities. Right now top executives are seriously considering the establishment of a well-known personality in the news field to do a live coverage job before the camera on local news. While these plans are not completely jelled, top management is thinking in terms of a five-minute daily segment to precede the syndicated Telenews newscast either on WBZ-TV or WNAC-TV.

There are some 10,000 banks in the United States today. As television

facilities become available in more and more communities banks will be faced with the challenge of this new medium.

Speaking of this challenge before a session of the convention of the Financial Public Relations Association, John J. Barry, vice-president of National Shawmut, warned: "Get your time franchises now. Don't wait for your local television station to go on the air. Make your arrangements upon application or grant of license."

Mr. Barry further suggested: "Get into the market for program material now. You may safely assume that when television first reaches your community live production will not be generally available. Your program material will probably be on film. Canvass the film market now for shorts, newsreels, weather forecasts, time signals, features."

October 1949 saw the debut of the TV show sponsored by the Syracuse Trust Co., Syracuse, N. Y. The quarter-hour program, known as "Round the Town," is televised each Monday night at 7:45 over WHEN. This particular time spot was selected because it precedes "The Silver Theater," highly rated network show, and several other top-ranking Monday night network programs, including "Candid Camera," "Blind Date," and "Studio One."

The vehicle features a well-known Syracuse television personality, Bill Bohen. Using his own living room as a set, Mr. Bohen conducts informal discussions with people of both local and national importance in the arts, business, science and public welfare. To highlight selected topics, motion pictures, slides, stills and actual studio demonstrations frequently are employed. Within a few months' time the program has become one of the most popular local shows.

Commercials on the program are on motion picture film, with the "voice-over" done by the emcee.

CELEBRITIES FROM THE ENTERTAINMENT WORLD, business and civic leaders are interviewed on the "Open House" program sponsored by the Corn Exchange National Bank and Trust Co. in Philadelphia. Human interest stories, science, sports and fashion notes are frequently featured. This leading show is now in its second year.



Standard opening titles focus on the bank's main office in downtown Syracuse. The middle commercial varies. One week, new accounts will be solicited; the following week auto loans will be featured. Closing titles always show one of the branch offices of the Syracuse Trust Co.

New business that is definitely traceable to this television effort is frequently noted by the bank. During weeks when the personal checking service was being promoted on "Round the Town," many persons opening new accounts explained that they had been sold on the convenience by the TV presentation. At other times when low cost auto loans have been featured, scores of persons applying for consumer credit indicated that they had been attracted by the show's promotion message.

Direct selling on the "Round the Town" program is kept to a minimum, as the bank is interested in using the show more as a public service medium. Insofar as possible local fund-raising drives, clean-up campaigns, and charitable organization activities are programmed.

On a 52-week contract basis the "package" price of the Syracuse Trust Company's program, including time, amounts to \$100 weekly.

Another Syracuse bank that has used television as a prestige building medium is the Lincoln National Bank & Trust Co. This institution used one-minute filmstrip spots, with recorded announcements three times a week. The spots informed the public of the bank's free parking facilities at its two downtown offices and of the convenience of the location of these offices. The 24-hour banker service at the main office was highlighted.

Each of these special advantages offered by the bank was presented by itself. On a 13-week basis the total cost of the experimental television

venture ran to approximately \$2,000.

It should be pointed out that in the Lincoln Bank's case television was not tested for its effect when used exclusive of all other media. It was tested for its contribution to an already well-rounded advertising program. Especially in the instance of the TV 24-hour banker promotion, was an increase in deposits noted.

Popular Move

Widespread comments about the bank's flier into television on the part of customers present and potential, convinced the bank that its TV spots were adding to the Lincoln Bank's reputation as a progressive institution.

At the time the Lincoln National Bank & Trust Co. first tried the new medium there were but about 3,600 sets in Syracuse and environs. Today it is estimated that there are more than 30,000 sets operating in the greater Syracuse area. While no current campaign is in process, the bank expects to resume TV activities soon.

Another of the developing television sponsor classifications is insurance companies. Pilot Life Insurance Co., Greensboro, N. C., last fall purchased the Tel Ra production "Football Thrills" for video presentation over station WFMY-TV Thursday nights for a period of 13 weeks, commencing September 22, 1949.

Purpose of Pilot's sponsorship was to (1) achieve prestige within WFMY-TV's coverage area; (2) engender goodwill between the Pilot Life Insurance Co. and their friends, clients, and potential customers. Normal Gittleson, WFMY-TV's promotion manager worked closely with the sponsor and promoted the show to the fullest extent in both the *Greensboro Daily News* and *The Greensboro Record*.

Costs of this particular TV en-

deavor proved relatively modest. The 30-minute time segment costs were \$85.50 each, film and production came to \$125, and slides \$10—making a total of \$220.50 weekly. There were a few minor fees involved, such as those entailed in the filming of the building and grounds of the company.

That the company was pleased with the response shown to its initial TV venture is revealed in the fact that before the 13-week period was over it contracted for an additional 26 weeks' sponsorship of "Crusade in Europe" at the cost of approximately \$5,000.

James J. Harris Insurance Co., Charlotte, N. C., has found television an effective and economical prestige-building medium. Last fall it contracted for a 15-minute time segment 9:45 to 10:00 Friday evenings, for 11 weeks, over WBTV, Charlotte. The program sponsored was "Touchdown Tips," a forecast of the results of the following weekend's football games by Sam Hayes, sportscaster.

A breakdown of expenses show:

1. Cost of time	\$60.00
2. Film	42.90
3. Production	6.00
Total cost	_____
of each telecast ..	\$108.00

It is noteworthy that most banks and insurance companies that have tried television have continued to utilize it or are planning resumption of their TV activities in the near future.

Because building confidence is the objective of the advertising of the banking and insurance businesses, the unprecedented impact of the new medium may be expected to attract many more organizations in these two classifications.



COLORFUL PERSONALITIES are presented by Bill Bohem, on Syracuse Trust Company's "Round the Town" program. Here minstrel, Bob Ehle, the "Singing Story Teller" recounts his adventures on a hitch-hike jaunt to Alaska.

ANIMALS FROM THE BALTIMORE ZOO appear before the cameras on the Baltimore Federal Savings and Loan Association's program. The zoo's director, Arthur Watson, emcees the show. Costs of the program, including time, came to less than \$200 a week. Commercial featured savings books.



You and I Are Tax Suckers!

BY A. G. MEZERIK

Wanted: Immediate action by Congress to plug the legal loopholes through which billions of income now go tax-free.

A bright radio entertainer has gone to Puerto Rico and formed a corporation. In Hollywood, a producer and his wife organized a "collapsible" corporation to make a "quickie movie." In Rhode Island, a textile executive—in the name of Sweet Charity—pyramided \$500 into \$4,500,000. Out in Nebraska, operators of two of the nation's largest farms have donated their plantations to a foundation. A New York City doctor says to his patient, "Would you mind paying in cash?" And further down the same street, hundreds of men are fresh out of cash, their jobs gone.

If you think all these doings and a lot of others—just as seemingly unrelated—have nothing to do with you or your business, look at the tax bill which you just paid. High, eh? But the President is talking about the need for further increases in taxes, which would make the diverse and far-flung activities of oil men, movie producers and unemployed furriers a matter which, as you will soon see, affects your pocketbook.

Millions—even billions—of dollars a year, which might otherwise be paid as taxes, are sticking to the fingers of people who have had the benefit of strong lobbies in Congress or of high priced tax lawyers. If these sums were collected the balanced budget, about which everybody talks, might be achieved.

Take the case of the oil and the mining men. Since 1918 they have had a strong lobby and a lot of all-too-compliant congressmen whose actions have already delivered to them a sum well up in the billions. Called "special depletion allowance," this gimmick works year in and year out for oil, gas and sulphur operators and, to a lesser extent, for miners of metals.

Starting on a par with the rest of us, these men are permitted to deduct their business expenses—which is fair enough. But that's only the beginning. From his profit for the year the operator then deducts any and all

expenses for developing new wells. After that, for as many years as the well produces, he deducts 27½% of his gross income from the well to help him to amortize his capital investment which, you will remember, he charged off in his first year. The net is that he deducts the expenses of developing the well over and over again. Behind this is the theory that a natural resource has, in contrast to a factory, a limited life, for which allowance should be made.

In practice, the United States Treasury reveals that this theory has produced astounding results. One man whose returns from 1943 to 1947 were analyzed by Treasury officials earned \$10.5 million from oil and gas enterprises, plus almost \$4 million from other sources during those years. On this huge income he paid a total of \$80,000 in all for the entire period, the special tax privileges making this possible.

The Treasury pointed this man out as one of a group of 10 who, in the five years, had a combined income of \$47 million from oil and gas operations alone, on which all taxes were entirely and legally escaped—during a period when wartime rates for others with \$1 million incomes ran as high as 80%. The law applies not only to individuals but to corporations. The 1947 figures reveal that total taxes paid on the \$926 million profits earned by 20 oil and gas corporations averaged 19% as against the 38% paid by corporations in other fields. In other words, this industry pays 50% less than others must pay.

How sizeable the sums involved here are, need not be left to imagination. Always conservative, the Treasury estimates that the revenue gain, were this one loophole plugged, would be between \$400 million and \$500 million annually.

The loophole available to the oil and mineral interests is about the size of an airplane hangar. The movie industry and the radio and the entertainment glamor boys have one which—if not nearly so large—is quite as effective and more dramatic. They

EDITOR'S NOTE

High taxes will be with us so long as Government costs are high—and paying for past wars and keeping prepared will keep them high even though other expenses may be pared.

But your taxes and mine are much higher than they need be because we are paying the tax bill for the fellow down the street who has found a legal loophole.

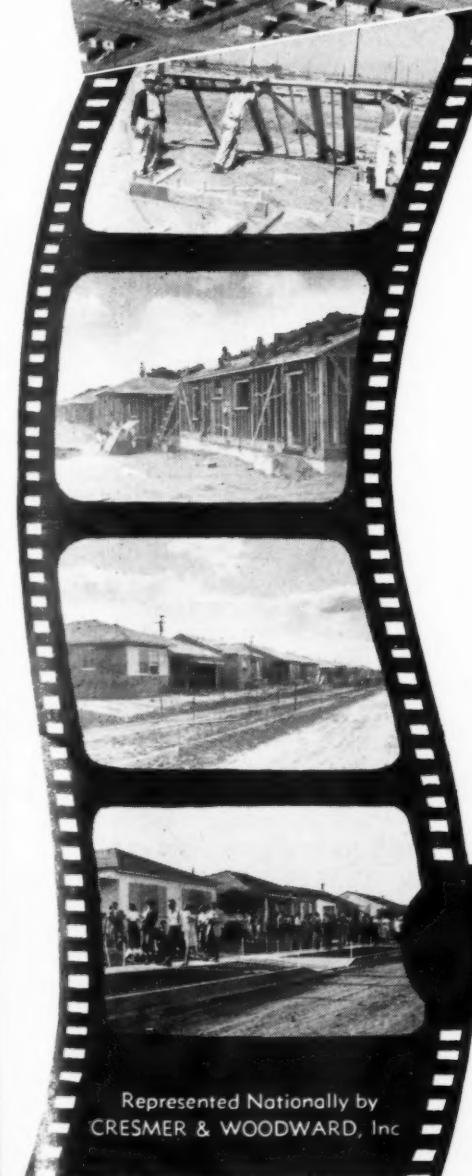
Authorities differ on the amount of taxable income that goes tax free, but the figure may be as high as the \$50 billion estimated by Senator Tobey.

Your tax bill might be reduced by at least 10% if Congress could be made to strengthen the tax laws at this session. Why not send this article to your congressman, with a demand that he accept the responsibility for doing something about plugging up the holes—before Congress shuts up shop?

PHILIP SALISBURY
Editor



World's Largest
Home Building
Program
underway in
Lakewood, California



Long Beach does things in a BIG way. Now it's a home building project of 17,150 new homes in the Lakewood area — an area where the Long Beach PRESS-TELEGRAM is read by at least TWO of every THREE families.

The PRESS-TELEGRAM is the ONLY newspaper that delivers adequate coverage in Long Beach and Lakewood — a large and steadily growing market — a market with one of the nation's highest Effective Buying Incomes.

Press-Telegram

"The Paper the People and Advertisers Prefer"

Represented Nationally by
CRESMER & WOODWARD, Inc.



"My aptitude test said 'born salesman'!"

are the masters of the "collapsible corporation."

The short but not so simple annals of the movie moguls begin, according to Thomas Lynch, General Counsel of the Treasury, with the basic and undeniable premise that tax rates for individuals, on ordinary business income, range as high as 82%, while on long-term gains it is only 25%. Should a producer make all his pictures as an individual, his profits would be taxed at the individual rates. Were he to produce them through a single corporation, that corporation would pay 38%, in addition to which our producer friend would pay an individual income tax on the profits when the corporation distributed them.

Many a producer has avoided these dire results by organizing a separate "collapsible corporation" for each picture. Once he has completed the single film for which the corporation was organized, the corporation is liquidated. Assets are distributed before the first nickel of box office income has made its appearance. Since there has been no income, no taxes are paid by the corporation. The amount of tax which does subsequently get paid by the producer is based on the difference between his cost and the fair market value of the assets

distributed by his "collapsible." When rates are 25% as against 82%, it can—and does—amount to quite a chunk of money which the Government does not get.

The bright radio entertainer who moved his corporate body to Puerto Rico had something more in mind than the climate of that island. He took advantage of another loophole.

Under an obscure section of the tax code an American citizen may obtain, in any of our possessions except the Virgin Islands, complete exemption from federal income tax on his foreign income. Presumably, to make this as convenient as possible, there is no need for him to remain abroad for a specific length of time. What counts is that his income is derived from sources within a possession.

The popular radio personality, acting on this knowledge (no doubt conveyed to him by a wise old tax lawyer), has moved the ostensible scene of his operations to Puerto Rico and thereby has qualified for this exemption. This entertainer has succeeded in gilding his already bright tax exemption lily. Before moving to Puerto Rico he entered into an arrangement with the government of Puerto Rico, under which he agreed to produce all his radio and television

transcriptions and films on that wonderful island, in return for an exemption from the Puerto Rican income tax. It could be that a radio comedian at long last has disproved one-half of old Ben Franklin's adage: "Nothing is certain but death and taxes."

Puerto Rico's tax exemption has quite naturally attracted more than 50 individuals, among them one of this country's largest textile operators.

Our possessions have tax advantages not only for corporations but for United States Government employees stationed in them. All of these employees are exempt from payment of federal income taxes—although everywhere else in the world, including of course inside the United States, our Government employees are always subject to taxes on their salaries.

Cost to Taxpayers

The support of our possessions, especially Puerto Rico, costs taxpayers of our country a sizeable sum every year. In addition to that cost, the possessions are responsible for a huge income tax loss to the Government. Taxpayers who have in the past complained bitterly about the money voted directly to Puerto Rico each year, will not appreciate whatever humor there is in this picture.

Senator Charles W. Tobey, in the process of investigating why it was that a large New England textile mill was moving to Puerto Rico, revealed another method by which taxes manage not to find their way to the Treasury. This is the use of a so-called "charitable trust"—naturally tax-exempt. Trusts can be—and have been—set up with as small a contribution as \$100.

In the charter, obtainable in almost every state, the founder designates himself or one of his associates as trustee. If there is more than one trustee, there are more associates. A trust must, of course, have a beneficiary, and therefore this worthy object of charity is also named in the charter. However, any provision for the beneficiary to receive a specified percentage of the trustee's resources or income is strangely lacking. This detail, minor in the light of the real aim of tax avoidance, is left to the exclusive judgment of the trustees.

Once the charter has been granted, the trust swings into high gear to accomplish its real purposes. The founder's corporation lends substantial sums of money or securities to the trust. The trustee uses these assets for speculation in the founder's own properties or in those which he wants to acquire. Profits from this speculation are tax-exempt, which is of

to the Sales Executive who wants
better advertising
...but thinks he can't afford it

By
"better advertising"

we mean . . .

- advertising that increases the order-getting power of your sales organization;
- advertising that increases the salesmen's chances of making more sales calls count;
- advertising that prepares the salesmen's way for closing more orders, by doing most of the pre-selling "telling";
- advertising that multiplies the circulation of your most effective sales story to more of your most likely prospects;
- advertising that increases sales and reduces unit sales costs.

*“Ditch-Digging”
Advertising*
is such advertising.*

“Ditch-Digging” Advertising takes its cue from your customers and prospects. (What do **THEY** want to know about your product?) Then it rolls up its sleeves and digs for sales by helping people buy. It may not be the cheapest kind of advertising, but it costs you less!

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of any product that requires pre-purchase deliberation on the part of the buyer.

We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation by assigning to it those *informing* and *reminding* parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations, or other "mechanical" means of transmitting ideas and information.

We're set up to quickly relieve you and your advertising department of as much of the work and responsibility as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that you *can* afford a "Ditch-Digging" Advertising program, we'll be delighted to hear from you.

*Reg. U. S. Pat. Off.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LExington 2-1790

“DITCH-DIGGING” ADVERTISING THAT SELLS BY HELPING PEOPLE BUY



course the reason for all this activity in the name of Sweet Charity.

Operating along these general and completely legal lines, one New England trust grew from \$500 to \$4,500,000 in 11 years. The United States Government did not receive a cent from all this profit pyramiding and the beneficiary received only \$50,000.

The movement into the formation of foundations and charitable trusts where profits are tax-exempt, is on a huge scale and involves huge properties, among them the Campbell ranch, the world's largest wheat grower, and the Giffen plantation, the country's premier cotton ranch. In Lincoln, capital of the State of Nebraska, three foundations were recently incorporated. The original trustees included George W. Diesing, Omaha lawyer, who was named president, secretary, treasurer, chairman of the board of trustees, general counsel and resident agent, and the articles of all the foundations provided that the funds and business of the foundations "shall be managed and controlled by the president and treasurer."

Meanwhile, three corporations, The United States Wheat Corp., Rancho San Bernardo, Inc., and the Rancho San Theresa were set up to support the foundations. All were founded as non-profit, charitable enterprises claiming exemption from income tax. These corporations had not only the benefit of Mr. Diesing's participation, but the strength and significance added by wheat grower Brigadier General Thomas D. Campbell of Hardin, Mont., and cotton rancher Russel Giffen of California.

The United States Wheat Corp. purchased the 95,000-acre Campbell Wheat Co. farm for approximately \$2 million. Rancho San Bernardo, Inc., bought the 35,000-acre San Joaquin Valley cotton ranch, owned by Giffen's firm, for \$4.8 million. Capital stock of the two corporations that purchased the two ranches is \$10, and it is all held by one of the foundations. One last and not so surprising fact: Brigadier General Campbell and Mr. Giffen have been retained by the new owners as managers—salary unknown.

On September 16 Representative Noah Mason (R) blasted the program on the floor of the Congress by announcing that "Tom Campbell's famous wheat ranch in Montana has been sold for \$2 million and its earnings which have heretofore been subject to a 38% corporation income tax will now go free." To which Representative Mason added that "doing business without paying taxes is becoming a national racket."

This use of charity and education as a guise for obtaining tax-exemption is presently under considerable fire. So much so that a Congressional Committee recently was privileged to hear Royal Little, the genius behind the Textron textile charitable trusts, recommend that the practice should be discontinued. We, like Mr. Little, are eager to lock the barn door now, although we were not in the barn when he was and, after all, it was our horse. Nevertheless, belated self-criticism is welcome.

A little more self-criticism is being heard from heads of colleges and uni-

versities, and farmers and small business men who deal chiefly in cash are difficult to keep tabs on. A few people will always try to outsmart the Government by failing to report cash income, claiming exemption for dependents who are dead, falsifying their records or keeping two sets of books.

However, we aren't terribly worked up about small-time evaders. The old game of dodging the tax collector is a sport to which people of every country have been addicted since the first tax collector made his appearance—which must have been a week or two after Adam and Eve moved out of the Garden of Eden. Our main concern is with the holes in the law which make our tax pattern look like a sieve.

Big money is being lost by these legal loopholes. Experts say that more than a billion dollars annually could be collected in tax income just by filling the law's cavities described above—which are by no means the complete list. This was made startlingly clear in statements made by Representative Mason and Senator Tobey that as much as \$50 billion annually escapes taxation. That there are ways to get more tax income without raising taxes, is the substance of our contention.

"Taxes can and do have an important effect on business conditions and economic activity. It should be our constant objective to improve our tax system so that required revenues can be obtained without impairing the private initiative and enterprise essential to economic growth." From left to right, no one could better or more clearly state the case for plugging loopholes and removing wartime excise taxes (a crusade inaugurated by SALES MANAGEMENT in August, 1949) than did President Truman when he used the above words in his tax message. The trouble is "nuisance" taxes are still on the books and the loopholes are as big as ever.

Meanwhile, congressional committees hold one hearing after another in Washington. Businessmen and others trek down to Washington at their own expense to tell their stories to Senators and Congressmen. Yet, chances seem better than good that constructive action on the floor of the Congress, which is the only place where action really counts, will not happen until and unless a lot of mere taxpayers get into the picture. They should warn their congressmen that they, the voters who put them in office, are serious about getting a tax pattern which neither penalizes—as with the excise taxes—nor favors—as with the big loopholes—one group above another.

"There is no better way to acquire the confidence of the customer than by proving that his interests are supreme."

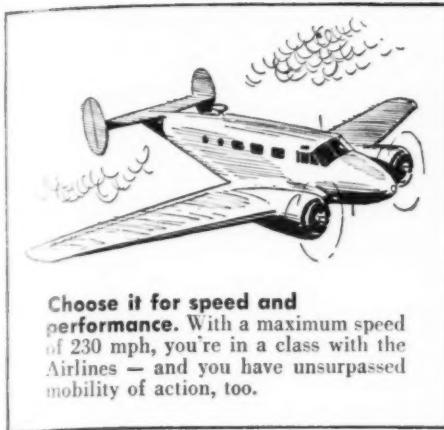
"The Textbook of Salesmanship"
by Frederic A. Russell
and Frank H. Beach

versities, whose activities in buying and selling real estate, making chinaware and noodles, and garnering profits from race tracks and hundreds of other unrelated activities, were described in the December 15th 1949, issue of SALES MANAGEMENT*.

Harold Stassen, President of the University of Pennsylvania, has publicly deplored these activities which not only cost the Government about \$150 million a year in tax loss, but which represent unfair competition to privately-owned businesses. However, the universities—including the University of Pennsylvania which owns the building occupied by Lit Bros. store in Philadelphia—have not divested themselves of their holdings, nor do they show signs of curtailing their march into business and banking.

Every one of these methods of not paying taxes is legal. Of course there are many illegal ways of dodging taxes. Twenty-three thousand full-time Bureau of Internal Revenue investigators check 2½ to 5 million returns each year—about 5% of those filed—to find cheaters. But professional men, like the New York doc-

* "Alma Mater Is in Business Now—Tax Free!"



For the ultimate in air transportation choose the Beechcraft Executive Transport



Features place the Model D18S in a class by itself

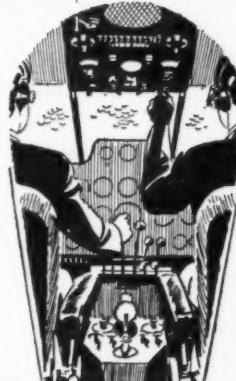
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BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS



And it's the choice of pilots. Extremely efficient instrument and control layout, with major operating units conveniently located on central pedestal.

What Can a Manufacturer Do to Keep His Agents Prosperous and Happy?

As told by **W. M. YOGERST** • Sales Manager, Bodine Electric Co.

There's little turnover among "manufacturers' reps" for the Bodine Electric Co. With good selection and stimulation of agents, you can obtain sales results which compare favorably with those turned in by a company sales force.

You probably never will see a Bodine electric motor in the window or on the shelves of any retail store anywhere. They are sold exclusively to industry through manufacturers' agents, not more than a dozen of them, located in strategic spots. These agents are engineers, trained in the application of small motors. The business follows light industry and light industry automatically settles down into areas where there is a concentration of population. This means that their market is chiefly in manufacturing centers east of the Mississippi, and in the Los Angeles and San Francisco district on the West Coast.

Some of the agents who handle Bodine motors also carry another line or two, preferably some kindred item which will give access to information leading to quantity motor sales, though some concentrate on the Bodine line exclusively. All are compensated strictly on a commission basis and all are independent contractors; they pay all their own expenses.

We provide our agents with leads, received primarily through advertising mostly placed in business papers. We also supply them liberally with sales and merchandising literature which they can use as handouts on calls, as mailing pieces, or otherwise as the situation indicates. The search is always for moderately large orders, multiple-quantity sales.

The Bodine Electric Co. has a contract with each individual agent. He receives various rates of commission on various items. There is a provision in the contract whereby on a big deal, when we have to figure closely on price to meet competition, we can get together to arrange the rate of compensation. We have, too, certain items aimed at the high quantity market, in which we have already set up a com-

mission arrangement which takes care of the competitive angle.

Our agents are also guaranteed a commission on everything sold in their specific territories regardless of whether the orders come through them or not; also, when we appoint an agent in a territory, we pay him a

"The best slogans have much in common with good trademarks: They not only serve to help you remember a product; they also tell you something about it—what it is for; what its outstanding features are; and at least they imply why it is better than competing products."

"Practical Advertising"
by Harry P. Bridge

commission on all accounts even though they were active prior to his becoming an agent.

There are times when an agent works up an account and the account moves out of his territory, or when the account has a number of places, the motors being ordered in one territory and shipped to another territory. In such cases we work out a special commission arrangement between the agents involved, to the mutual satisfaction of both. It is seldom that more than two are involved.

Our contracts with our agents have

a provision for termination of agency. If the agency is terminated by the company we have a set-up which we call a "post agency period." Under this arrangement the agent receives full commission for everything on the books as of the date of termination. In addition he will receive one-half of the usual commission on business originating in the territory during the following six months. If the agency terminates the agreement there is no post agency period.

According to our philosophy, this is the most practical way to build up a territory from scratch or to handle a territory which otherwise would be marginal. It is the most practical and economical way for a small company to handle business on a national basis.

Such an arrangement, of course, could be unfair to the agent inasmuch as a company could operate through the agent until such time as business builds up to the point where a company would find it more economical and effective to maintain its own sales office. My own philosophy is that in determining whether a direct sales office should be set up and agency terminated, the cost angle should not be the only one considered.

Careful consideration should be given to the kind of service rendered by the agent, the length of time he has served the company, the development of his territory and the potential of the territory; also, the plans for expansion that the company might be considering. Too, the company management might well weigh and consider the matter of efficiency as though operating by agency or a direct sales office.

Generally speaking, a closer control and greater efficiency can be obtained by a direct sales office. That is true to a greater extent when the agent does not handle your line exclusively. We believe, as in marriage, each individual case should be considered on its own basis. We have some agents who follow up and make use of their opportunities fully as efficiently as though we had our own office in their territories.

Their effectiveness is influenced by such factors as: (1) the commission arrangement, (2) the size of the

territory both geographically and population-wise, (3) the type and quantity of personnel in the agency, (4) the agent himself. In our line experience is an important factor. Our best men are in the older age brackets, some of our very best men in their 60's. We figure that as long as a man remains able and active he can continue to add to his knowledge and worth. Youth can be less than know-how in a business such as ours.

In determining between an agency and a directly controlled office, from an economical angle, the break-even point would differ widely between territories because of operating expenses in contrasting areas such as the New York metropolitan section or, say, the Minneapolis-St. Paul territory. Concentration of calls, etc., distances traveled, whether calls are few or many—all have an effect on the picture. Too, what is the potential of the territory? How closely has the potential been approached? Operating cost depends on many, many factors and they must be analyzed and considered.

Sell Through Agents

The Bodine Electric Co. sells entirely through agents with but one exception. This is in its home-office territory. For this reason the management has some opportunity to check one system against the other. We could operate directly in some other selected territories, possibly to our advantage, but we have respect for our long-term agencies and their efforts in building up their territories.

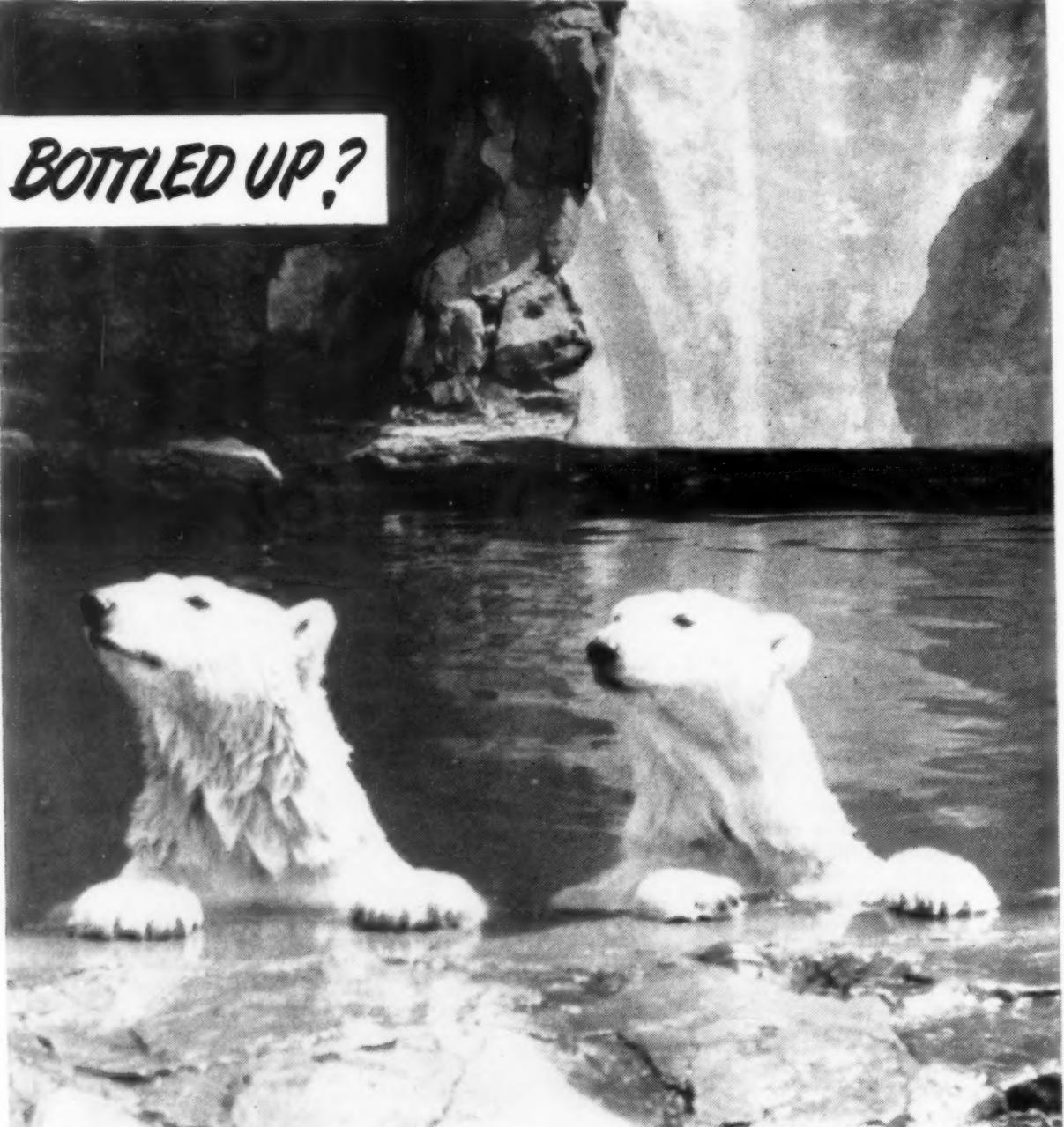
The power of the home office to stimulate and control sales efforts is, of course, always important. It is easier to stimulate and control your own sales force. That goes without saying. The degree you can stimulate and control your agents depends to a considerable measure on whether they handle your line exclusively, whether they handle some other line along with yours and whether your line is the agent's main line or a minor one.

The closer your relation to your agent, the closer you approach control and the closer you govern the time spent on your line. In any event, the agent is an independent contractor and the manufacturer cannot dictate to him as to how he is to manage his territory. This is a weak spot but not necessarily so weak as it sounds because, with good selection and stimulation, you can approach the results you can get with a direct office.

There are all types of agents and they can range all over the map in their degree of loyalty to the manufacturer and his products. When an

What families find
between the covers of this,
the nation's largest farm magazine,
makes it
the largest of ALL magazines
where half the consumers
of America live!





BOTTLED UP?

Sales are not bottled up when you use the Pittsburgh Post-Gazette—It sells the entire Pittsburgh Market!

Three million people live within a 50-mile radius of Pittsburgh—two million of them surround Pittsburgh's ABC city zone—only one million live inside. Your sales manager gears his sales plans to this pattern. You can gear your advertising plans to the same pattern by using the Post-Gazette. It alone

gives effective coverage both inside and outside Pittsburgh's ABC city. It permits you to *route your advertising* as your sales manager *routes his salesmen*.

Pittsburgh
POST-GAZETTE

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

INTRODUCING: NSE'S NEW CHAIRMAN



lumber and building products field, wound up as v.-p. of Thompson Lumber Co., Minneapolis. Then came further sales management experience, both in wholesaling and manufacturing. After that: 13 years with Johns-Manville as director of dealer relations. During those years he conducted Sales Management Institutes attended by 3,000 dealers and trained 10,000 salesmen. Today he's v.-p. of Vance Publishing Corp., and editor of *American Lumberman & Building Products Merchandiser*. He's a book writin' man, too. Among his tomes: *Creative Selling to Building Products Consumers*, in its fifth printing. Plays golf, does some muskie fishing and has been known to take an occasional hand . . . In the June 15 issue, we'll give you an account of the doings at the NSE convention, held in Detroit, May 22-24.

agent carries a number of lines there is usually one over-powering factor affecting what I term "loyalty to product." He is bound—and who can blame him—to put his main effort behind the product that *gives him the best returns*.

This means, very simply, that if your line is not profitable to your agent you will have to start to compete commission-wise with those other accounts. This could make the expense of operating through an agent greater than a direct office if the amount of business is substantial.

The Bodine Electric Co.'s typical customer is primarily an original equipment manufacturer. He buys the motors and builds them into his machines. He sells the motors as an integral part of the machines. Since we build only small fractional horsepower motors our profitable business must come from manufacturers who build production-line quantities of machines.

Our experience is that we rarely have to select a new agent. We may go years before finding a change necessary. On the rare occasions when such a switch is necessary we seek an agent with an engineering background and a past experience in line with our activities. We prefer an agent who has lived many years in his territory. We would be careful to check to be sure that he had not handled some line that would be in-

jurious to his reputation.

It is well if he has some complimentary line such as control equipment, or clutches, or rheostats or transformers or belts—some item that will automatically give him entree into a field which should develop business for our motors.

Sales Stimulator

With us, sales stimulation is accomplished mostly through correspondence. Occasionally we hold a sales conference in our home office. We manage to get our biggest and most active agents in oftener than our small ones. There's the matter of time and expense, their time and expense, to be considered and what they will do willingly must depend on two things: their volume and profit. After all, we can only *ask them to come*.

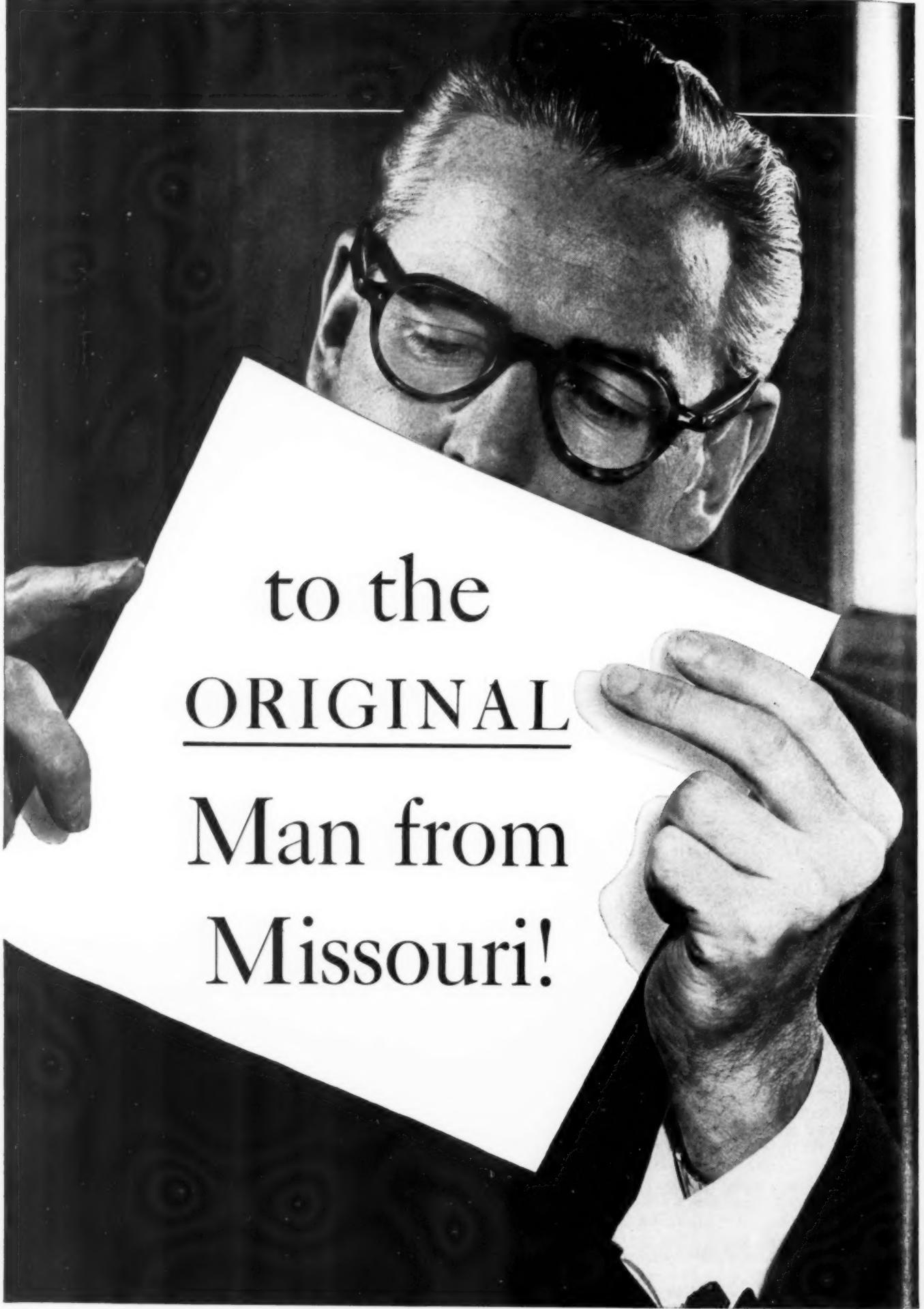
Our smallest motor measures only $2\frac{3}{8} \times 2\frac{3}{8} \times 1\frac{1}{8}$ inches. It generates 1-2000th horsepower. It is not our lowest priced motor because it has to be built with a watch-maker's accuracy, tolerance to .0002 of an inch.

Bodine motors power devices are used to explore for brain tumors, to determine the amount of water in sand used in foundries, to operate temperature recording and controlling equipment, to control color through a magic eye, to label coal, to

make sound effects in radio broadcasting stations, through echo-sounding to locate schools of fish, for portable tools such as drills, and for electric brains to speed calculations. They operate Coca-Cola machines and have been used in electric rat traps.

And take that super-accurate 200-inch telescope which has been called the "Big Eye on Mt. Palomar." It can photograph occurrences that happened a billion light years ago in the outer fringe of the universe—5,865,696,000,000 miles away! More than 100 Bodine motors are found in the control instruments, driving mechanism, and timing devices which operate that telescope. Little Bodine motors also govern the frequency control in the generating system of the giant Coulee Dam which carries more water than Niagara Falls.

Our volume customers and our quantity prospects are, of course, manufacturers. While the majority are found in the small equipment field, they may be anywhere. To catch their attention we run a series of advertisements aimed at big business men and manufacturers. These appear under the general heading, "Magic with Small Motors." Taking up one illustration of use at a time, we've been telling the story for years. We see no end to that story as uses are being broadened all the time. Likely there are hundreds of unexplored fields yet to be developed.



to the
ORIGINAL
Man from
Missouri!



NO, this has *nothing* to do with Washington . . . or politics . . .

It has everything to do with the serious and important business of selling more goods through advertising.

The man from Missouri we're talking about is that proverbial character . . . the personification of skepticism . . . who lives by the maxim "Show Me!"

Many direct descendants of this man sit behind the most important executive desks in American business today. Missouri-minded management men who take nothing for granted. Men who aren't ruled by habit. Or custom. Or tradition. Men who don't slavishly ape their competitors in anything. Men who strike out fresh because their thinking is *fresh*. Their thinking — and the facts behind their thinking!

Fresh Facts for the Missouri-minded

Times change. Money and buying power shift. The population jumps nearly 50% in 30 years. Many a good advertising buy of yesteryear doesn't stack up so well today. Yet so powerful is the force of habit that they continue to appear in many a media plan. And in many cases that might well be *unfresh*, *non-Missouri* thinking!

Geared to *today* — its population . . . spending power . . . reading and shopping habits — is mighty Metro. It sells where you sell. Where 2/3 of all the goods in America are bought! Metro magazines give you the biggest magazine audience in the world! Bigger than any other magazine or Sunday magazine

ever printed! Bigger than any regular network radio show, no matter how super its Hooper! Just look at the following figures! *Metro delivers an audience of 15 million families! 38 million readers! And — at a cost company treasurers will applaud! Metro is fitted to the 'Fifties!*

The Metro-Masses Consume Fantastic Amounts of Everything!

This figure will give you an idea of the mighty buying power of the Metro-masses. They have approximately 68 billion dollars a year (that's *billion*, Mr. Missouri!) to spend for the goods America makes.

And Metro to them is a great "Supermarket-in-Print". Offer them something they like in this medium they like — do that and keep on doing it, and . . . *revise your production estimates! Upward!*

Let a Metro-man tell you the full, factual and exciting story of money-making Metro.

Metro's Audience — bigger than any magazine, Sunday magazine or top radio program

LATEST NET PAID CIRCULATION

METRO	15,406,708
THIS WEEK	9,562,485
AMERICAN WEEKLY	9,495,541
AVERAGE OF 10 TOP NETWORK RADIO	
PROGRAMS (Estimated No. Homes Reached)	8,500,000
LIFE	5,305,394
LADIES' HOME JOURNAL	4,429,260
SATURDAY EVENING POST	4,010,219
WOMAN'S HOME COMPANION	4,000,156
McCALL'S	3,937,386
COLLIER'S	3,140,371

Sales Offices for Metro Magazines and Metro Comics . . .
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CLEVELAND *Plain Dealer*
DES MOINES *Register*
DETROIT *News* and/or *Free Press*
INDIANAPOLIS *Star*
LOS ANGELES *Times*
MILWAUKEE *Journal*
MINNEAPOLIS *Tribune*

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PHILADELPHIA *Inquirer*
PITTSBURGH *Press*
PROVIDENCE *Journal*
ST. LOUIS *Globe-Democrat*
and/or *Post-Dispatch*
ST. PAUL *Pioneer Press*
SEATTLE *Times*
SPRINGFIELD *Republican*
SYRACUSE *Post-Standard*
WASHINGTON *Star*

METROPOLITAN SUNDAY NEWSPAPERS, INC.



Reliance Invites Stockholders to "See What We Make in the Plant"

BY J. W. COREY • President
*The Reliance Electric & Engineering Co.**

Owners of industrial concerns producing machines for sale to other manufacturers seldom see the things which earn their dividends. This is why Reliance Electric invites shareholders to visit its exhibits at trade shows. Many do.

We are not among those who believe that women's interests are limited to the home. And when they are stockholders of Reliance Electric and Engineering Co.—well that's an opportunity to talk about our business which we try not to overlook.

Take for example the Chemical Show held a few months ago in New York's Grand Central Palace. I venture to say that the majority of the men in the big crowds we had around our Reliance booth at that industrial show would have been quite surprised had they been able to overhear the earnest and intelligent questions fired at us by women visitors.

Feminine Acumen

Certainly their interest and their admiration would have been aroused had they heard the questions of one feminine visitor who was a retired nurse. I still remember some of the pertinent questions she asked:

"What are the company's prospects for the coming year? How will new products build your sales volume? In what industries are gains most likely to be made?"

She got the answers to her questions, plus a personally escorted tour around our exhibit, from one of our sales executives. When she left it was with a much better understanding of what Reliance is doing and what it plans to do.

No one who attended the Chemical Show had a greater right to that information. She was not only one of our stockholders; she had been espe-

cially invited to the exhibition along with about 400 other stockholders of the company who live within a 250-mile radius of New York City.

Why were these stockholders invited? Well, we at Reliance have discovered that one of the problems of growing larger and acquiring a broader ownership is to find out how to keep stockholders adequately informed regarding new products and the constantly broadening applications of older ones. This has become particularly true of a company such as ours. We manufacture electric power

drives for industry, technical items seldom seen by either the general public or the company's stockholders.

The growth of Reliance in recent years has been rapid as new applications of the electrical equipment we make have become more and more extensive throughout all industry. How to keep our stockholders abreast of these developments has been of major concern to us. In our opinion, neither the annual report nor the earnings statements released at intervals throughout the year are sufficient to provide stockholders with as intimate a picture of the business as we believe they should have today.

It was up to us to find more and better ways of telling our story. Just how to do this was not clear at first.

We found, for example, that few of our shareholders ever had occasion to come to our plants in Cleveland and Ashtabula, Ohio—nor were those factories particularly well adapted to demonstrate to them how our electric



QUESTIONS FOR THE PRESIDENT: J. W. Corey (second from left) plays host to stockholders at the Reliance Electric trade show exhibit. Says he: "At Reliance we have discovered that one of the problems of growing larger and acquiring a broader ownership is how to keep stockholders adequately informed regarding new products . . . seldom seen by either the general public or the company's stockholders."

* Cleveland.



PULLING POWER

**In 51 of the Wholesale Grocery
Trading Areas which account for
41% of total U.S. food sales.**

51 of the 184 wholesale grocery trading areas, as defined by the Department of Commerce, account for 41% of the total U.S. food sales. First 3 Markets Group reaches 44% of all these families.

the group
with the
**Sunday
Punch**



*New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer
Rotogravure • Colorgravure
Picture Sections • Magazine Sections*

*New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Cal., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 17, Cal., 1127 Wilshire Blvd., MICHigan 0578*

power drives contributed to the success of other industrial processes. There were equally obvious objections to leading these stockholders on a tour through the plants of any of our customers to show them our equipment in operation there.

Then we had a happy inspiration. Why not invite these men and women to one or more of the exhibits we regularly schedule for trade shows throughout the country?

That was last May—just before a four-day American Mining Congress Coal Exposition and Convention coming up in Cleveland. It was a perfect

opportunity to put our idea to the test. To some 500 Reliance stockholders in Northern Ohio, I sent a letter which read in part as follows:

"The afternoon of Wednesday, May 11, has been set aside by Reliance to greet its stockholders at the Reliance Exhibit at the American Mining Congress Coal Exposition and Convention in Cleveland's Public Hall. This exposition represents an important market for your company's products."

The letter told how to find our booth and enclosed an admission ticket. I concluded, saying:

"I am reserving the hours of 2 to 5 P.M. on Wednesday, May 11, to be at the Reliance exhibit to meet those of our stockholders who can arrange to be there at that time, and I hope to have the opportunity of explaining more fully the Reliance future."

With the letter went a reply post card on which the stockholder was asked to indicate whether or not he or she would be present.

A large number did attend in Cleveland. Almost 100 of them came that afternoon. Twenty-nine of them were women. Many of our visitors brought their husbands or wives. Company executives saw to it that they were escorted through the exhibition and were not only shown Reliance motors on display in the company's exhibit, but were introduced to Reliance motors operating the machines in other exhibits at the show.

Almost without exception our stockholders were amazed at the extent of the electrical products Reliance makes today. For example, our portable motor-generator set for supplying direct current to continuous mining systems which was unveiled at the Coal Show made a great impression.

Repeat Performance

So successful was this stockholders party, the first we had ever staged, that we repeated it at the Chemical Show in New York City.

The letter of invitation was pretty much the same, as were the responses. Several stockholders came from as far away as Philadelphia. There were stenographers and housewives, inventors and hotel clerks, lawyers and bankers. All came in search of more information about the company they own, information which they were given at first-hand by our top executives in attendance at the show.

We believe these shareholder parties are a worthwhile venture, one which we intend to repeat in other cities at other times, as part of a grass-roots approach to becoming better acquainted with the 1,200 owners of our common stock and 350 owners of our preferred stock. These are the people whose present investment is important to the company, and whose continued interest in Reliance we regard as essential if the company is to have a continuing source of new capital dollars.

Not many companies, and certainly very few smaller companies of the size of Reliance, have done a proper job in educating the small investor to put his confidence in their managements and their organizations. We believe we at Reliance have made a good start in this direction.

Almost everything sells better in the Growing Greensboro Market --where 1/5 of all sales in North Carolina are made!

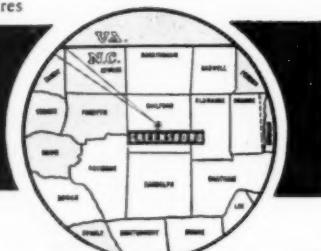
If you're looking for bigger sales, pick the Growing Greensboro Market in North Carolina—leading state of the 12 Southern states east of the Mississippi!... Over 155,000 families (1/6 of the state's total*) in the rich and compact Greensboro 12-County ABC Retail Trading Zone accounted in 1949 for 1/5 of North Carolina's \$413,554,000 food bill, 1/8 of the state's \$787,082,000 farm income, 1/4 of our \$4,079,800,000** manufacturing value, and 1/5 of North Carolina's \$2,130,425,000 retail sales!... The GREENSBORO NEWS and RECORD's 92,000 daily circulation delivers 69.98% of the homes in this area of huge sales potentials... Are we on your schedules?

*Sales Management Figures

**Manufacturers Record Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



How the Government Defines a Salesman

Here are definitions from the Government's "Dictionary of Occupational Titles." Are the job descriptions accurate?

The United States Employment Service has a corps of observers, "job analysts," who roam through factories and offices to see what people do when they work, then they describe their jobs. Results are compiled in more than 22,000 pages of the "Dictionary of Occupational Titles." Comparatively, only a handful of descriptions involve selling. One compiler explained that, although millions are involved in sales, their jobs fall into but a few classes.

How the Government describes people in sales work is obviously interesting to men on the firing line. USES wants to be corrected if its descriptions are wrong.

14 Varieties

There is a description of the "Sales Manager," to which is added descriptions of 14 varieties. The generic term is defined thus:

"Manager, Sales . . . Administers all activity pertaining to the selling of merchandise by manufacture, retail store, wholesale house, jobber or other establishment: Advises with department executives relative to sales technique and plans sales policies and selling campaigns. Supervises distribution activity, such as sales through jobbers' branch houses, or direct sales to customers. Selects, trains, and supervises selling personnel. Prepares and delivers sales talks. Assigns sales territory and lists of prospects, or if in store assigns selling personnel to various departments. Prepares a progress chart for a group of outside salesmen. Checks work of salesmen to ascertain if they are contacting prospects. Compiles and analyses sales statistics and reports."

Listings under this comprise sales managers in oil heating, newspaper and laundry businesses. There are no others. There is an additional reference, however, to the Promotion Manager who possesses these alternative titles: "Director, sales; hotel solicitor; manager, business promotion; manager, sales; manager, sales promotion." The Promotion Manager's job is described thus:

"Makes, improves and renews contacts with businessmen, clubs, and or-

ganizations to foster and promote the patronage of the hotel: Consults trade journals, newspapers and office records to determine functions which

may occur. Endeavors to induce persons to hold functions at hotel by quoting rates, making suggestions, and arranging details. Confers with Manager, Advertising; Manager, Banquet; and Manager, Hotel, to discuss and formulate plans for soliciting business. Supervises and trains subordinates. Although sometimes combined with Manager, Advertising, usually works away from the hotel in large cities where prospective patronage may be contacted."

Among the scores of types of managers (household, industrial relations, kitchen, etc.), there is none in which

Machine Methods for Bettering Management Jobs

Time is all you have? Don't you believe it. You have ingenuity, too. Now management is finding a way to multiply its productivity just as the machine multiplied plant production. Soundmirror tape recording is carrying the Voice of Management into a score of fields. Among them, mechanized methods for:

Studying labor-management talks
Improving sales presentations
Training salesmen to answer common objections
Giving President's or Manager's messages to employees
Recording trade conventions for

production executives
Leaving instructions before taking a trip
Reporting case histories in field investigations
Recording competitive radio programs

Yes, it's true the Soundmirror has 101 uses in business. Send for free booklet.



Brush brings you
the Traveling Portable
(BK-414)

Beautiful as airplane luggage—but reliable as a radio studio's tape recorder. It's the professional recorder amateurs find easy to use. High fidelity. Records up to one-half hour. Paper tape can be reused indefinitely. Priced right, too.

SOUND MIRROR®

BY *Brush...*

for more than 10 years leaders
in magnetic recording

THE BRUSH DEVELOPMENT COMPANY, Dept. G-6
3405 Perkins Avenue, Cleveland 14, Ohio

Please send me, without cost, the booklet,
"Soundmirror Book of 101 Uses".

My Name

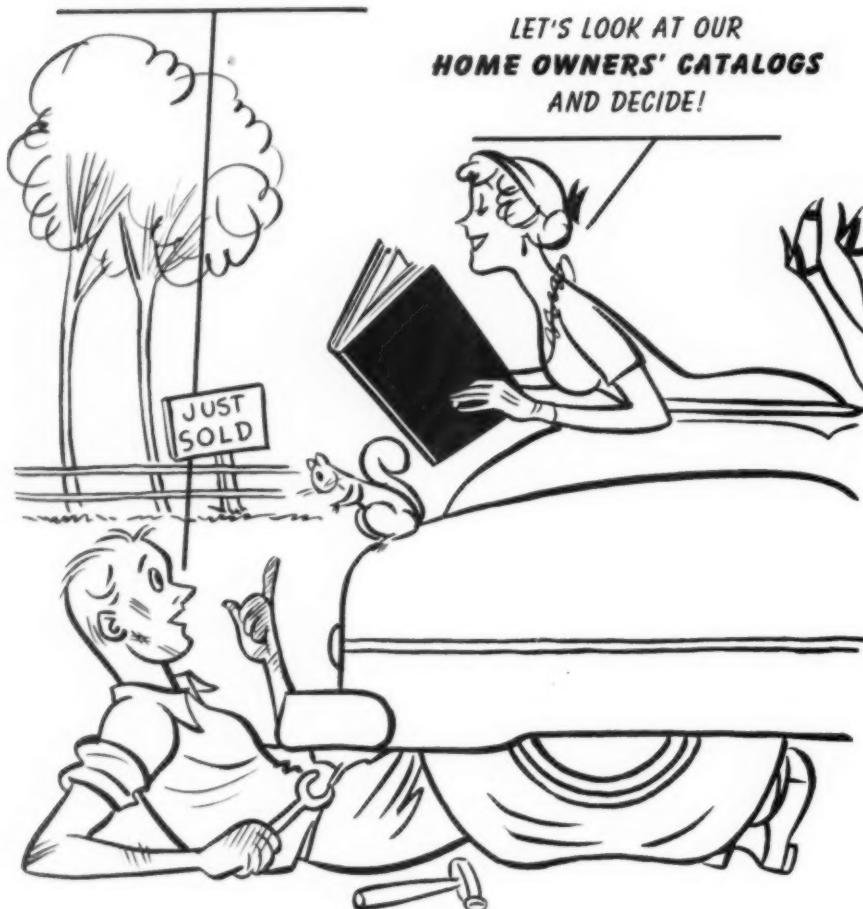
My Position

My Firm

Address

City Zone State

WHOSE EQUIPMENT
SHALL WE BUY
FOR OUR NEW HOME?



LET'S LOOK AT OUR
HOME OWNERS' CATALOGS
AND DECIDE!

THE greatest single factor of influence on buying decisions in the billion dollar custom-built housing market . . . Home Owners' Catalogs.

The most effective, most economical distributor of consumer sales literature to the greatest number of qualified home-planners . . . Home Owners' Catalogs.

More manufacturers' consumer catalogs distributed via Home Owners' Catalogs in 1950 than ever before —over 2,480,000!

See Standard Rate & Data Service
for rates and complete data.
Or write to . . .

HOME OWNERS' CATALOGS

THE F. W. DODGE CORPORATION'S

CONSUMER CATALOG
DISTRIBUTION SERVICE

119 WEST 40TH STREET • NEW YORK 18 • NEW YORK

the word "manager" is a synonym for "salesman." There is no listing for "executive," much less for "sales executive."

The Traveling Salesman

The listing "Salesman, Traveling" refers you to "Salesman, Wholesale," which in turn reads as follows, after giving alternative titles, "commercial traveler; drummer; salesman, road; salesman, traveling, traveler:"

"Calls on prospective buyers in retail market, or on industrial customers, and solicits orders for merchandise, the selling of which requires no professional or technical knowledge but may require a trade knowledge based on familiarity with the product sold: Attempts to interest prospective purchasers by showing sample articles or displaying a catalog. Points out the salable features, merchandise value, durability, economy or other merits of the product. Quotes prices and credit terms. Tries to complete sales with hesitant customers by offering reductions, giving information regarding contemplated price rises, or obtaining the goodwill of the purchaser, frequently by entertaining him. Takes orders, forwards them to the home office. Makes periodic reports of business transactions, keeps expense accounts, studies trade periodicals, and keeps informed of price changes and other marketing conditions. Attends sales conferences and other meetings to exchange sales information. Usually operates within a restricted territory, making periodic calls on customers. May arrange window displays or advertising signs in desirable locations. May collect payments for products sold. May estimate cost of installing industrial equipment (Manufacturers' Agent). Classifications are established according to the product sold as Salesman, Building and Construction Equipment and Supplies; Salesman, Food-stuffs."

You noticed that the Salesman, Wholesale, needed no technical knowledge. If he needs technical knowledge, he is a Sales Engineer, with alternative titles of "Sales Engineering Consultant; Salesman, Industrial." Here's the description:

"Sells chemical, mechanical and electrical equipment, supplies or services that require professional or technical knowledge over and above a trade knowledge based on familiarity with equipment, products or services sold: Calls at factories and industrial plants and on engineers, architects, and other professional and technical workers attempting to convince prospective customers of the desirability of pur-



MARKETING HONOR: Samuel B. Eckert (right), executive vice-president of the Sun Oil Co., is recipient of the 1950 Parlin Memorial Award for the individual who has made an outstanding contribution to marketing. At the left is Wroe Alderson, chairman of the award committee. In the center is J. Howard Pew, retired president of Sun Oil Co. The award was made May 16 in Philadelphia following Mr. Eckert's Parlin Memorial Lecture. The award is sponsored by the Philadelphia Chapter, American Marketing Association.

8 PRINCIPLES FOR SALES SUCCESS

1. Don't be afraid to try new ways of marketing even though the best advice may be against them.
2. Never enter a market you are not equipped to handle as economically as your competitors.
3. Do not sacrifice quality for the sake of reducing costs.
4. Give the public good, but not ostentatious, service.
5. Protect your own markets by competing vigorously, not by seeking "gentlemen's agreements" or by appealing to government.
6. Keep a sharp watch on your competitor's quality and price structure, remembering that you must react quickly to any change that puts you at a disadvantage.
7. Decentralize your organization by giving your sales managers full authority over small sales areas.
8. Settle controversies as soon as possible after they arise.

—By Samuel B. Eckert
Executive Vice-President
Sun Oil Co.

*See "Comment" on page 148 of this issue.

chasing from him. Computes the cost of installing equipment and calculates saving in production costs anticipated by use of equipment. Makes estimates from blueprints, plans and other records submitted by potential customers. Draws up and proposes changes in equipment or use of materials, which would result in cost reduction or more

efficient operation of enterprise. Usually specializes in selling one product or service or a group of closely related products, such as electrical equipment, industrial machinery, air-conditioning equipment, chemical goods, mineral products, or electricity and gas for industrial purposes."

KGW

THE ONLY STATION
THAT ACTUALLY DELIVERS

**COMPREHENSIVE
COVERAGE**
in the
**Fastest Growing
Market in the Nation**



...producer
of a world's champion

Diversified agriculture has been the chief factor in the formation of Mt. Angel's economic background...a background stabilized by five farmer-owned co-operative organizations, largest of which is the Mt. Angel Co-operative Creamery. Other co-ops include a hop producers' organization, a co-operative flax plant, an oil co-operative, and a co-operative warehouse and grain elevator. High quality of Mt. Angel's agricultural products is exemplified by the handsome Holstein pictured above, which recently set a world's record for butterfat production.

KGW
PORTLAND
OREGON
AFFILIATED WITH NBC
REPRESENTED NATIONALLY BY EDWARD PETRY CO., INC.

Toughest Sale I Remember



"Research your prospect's situation thoroughly if you face a difficult sale."

The Day I Blessed The Telephone

One fine fall day in 1930, I found myself in a taxi in St. Joseph, Mo. I was without a sales lead. At this time, I was one of the owners of a syndicated advertising service for lumber dealers. Usually we secured our sales leads through national advertising, but in St. Joseph we had no leads so it was up to me to locate the "best" lumber dealer and make a cold call to sell him our advertising mats and mailing pieces.

That taxi took me past every retail lumber dealer in St. Joseph. I was trying to pick the best three on which to call. Then I went in to each of the three as a customer to size up which was the best performer. Finally, I selected the Blank Lumber Co. and introduced myself to the owner and stated my business. The advertising contract service I was trying to sell ran to some \$1,500 over

BY ARTHUR A. HOOD

three years. This, of course, did not include advertising space costs.

The local newspapers had told me that lumber dealers had done little advertising so I knew I was up against a difficult sale. Therefore, my plan was to secure sufficient time to go into every detail of the prospect's need, and then "ask for the order." Our discussion ran for several hours in the afternoon, and when I saw the time was not ripe for the close, I asked for an opening the next day. At the end of a couple of hours the next morning the prospect reached for his desk pen and started to sign the contract.

But he didn't sign. He put the pen back in its holder and faced me: "Mr. Hood, \$1,500 for advertising service is a lot of money, and this is my first acquaintance with you. If I sign this contract I am in for the \$1,500, but how do I know that you will carry out what you have agreed upon in this contract?"

ARTHUR A. HOOD, editor of *American Lumberman & Building Products Merchant*, Chicago, is newly elected chairman of National Sales Executives, Inc.

Inspiration hit me. "Mr. Blank," I replied, and pointed to his telephone, "we have a client in Kansas City. I suggest you call him at my expense and ask him whether I and my associates will make good on our part of the contract. He's had two years of experience with us and should know not only whether we will fulfill our agreement, but also whether our service is as valuable as I represent it to be."

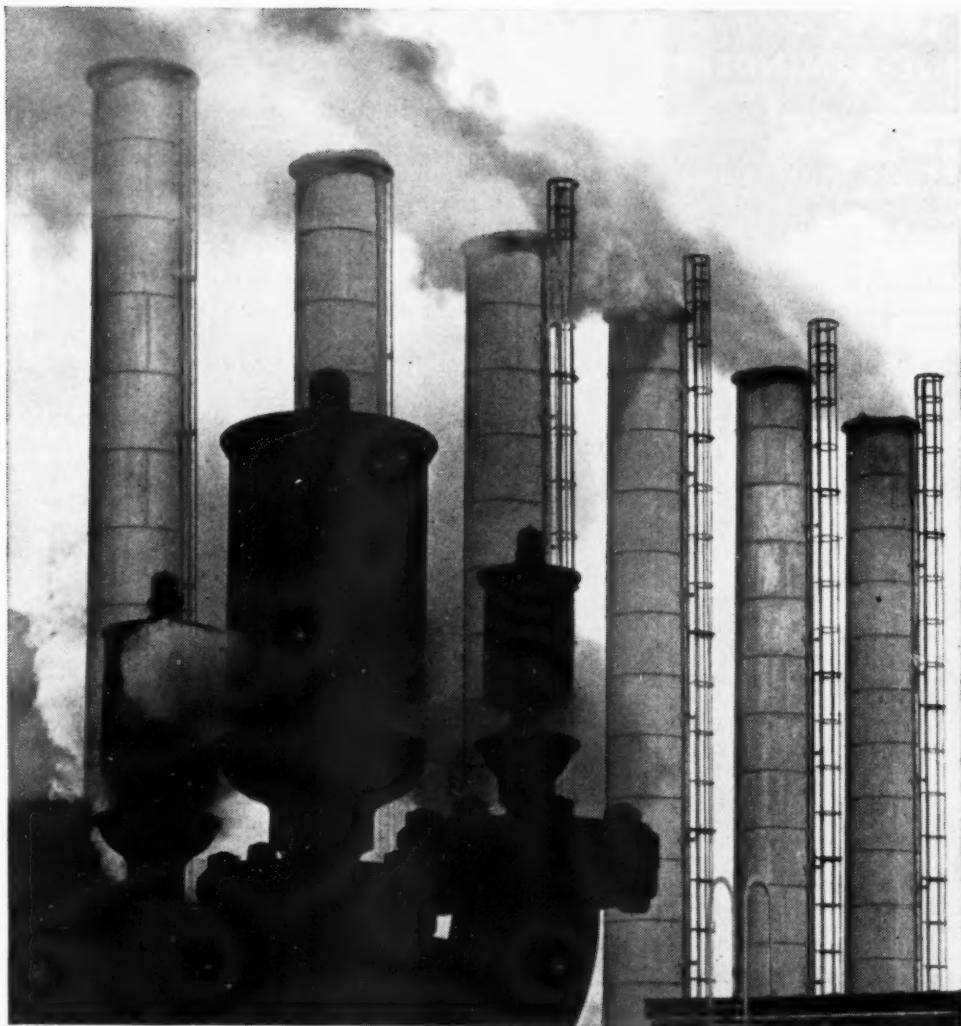
Mr. Blank made the call, the client came on the line and confirmed my sales story. Mr. Blank reached for his pen and signed the \$1,500 order.

What are the principles involved in this "toughie?"

1. Research your prospect's situation thoroughly, especially if you face a difficult sale.

2. Use neither high pressure nor low pressure, but the *right* pressure to make yourself understood.

3. In closing, use case histories and testimonials.



Skywriting FOR SCHEDULE MAKERS!

Michigan's record-breaking automotive industry leads all America in sustained buying power. (1949 payrolls, over one and a half billion dollars) and 39% of all Michigan wage earners live within the marketing areas of the eight Booth Michigan Newspapers!

Like more facts? Write or call—

The John E. Lutz Co., 435 N. Michigan Ave.,
Chicago 11, Superior 7-4680

A. H. Kuch, 110 E. 42nd Street,
New York City 17, Murray Hill 6-7232

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS · FLINT JOURNAL · KALAMAZOO GAZETTE · SAGINAW NEWS
JACKSON CITIZEN PATRIOT · MUSKEGON CHRONICLE · BAY CITY TIMES · ANN ARBOR NEWS

LEAVE A LASTING REMINDER!

The surest way to be remembered is to place your name and business on a Gits Quality Plastic Product. Inexpensive! Practical! Truly a friendly, effective reminder that will serve 24 hours a day for a long time. There's a wide selection to choose from, ranging from \$2.50 per 1000 to \$10.00 per item. Ask your specialty jobber to see these lasting, colorful items, or mail coupon below for catalog and prices.



— GITS MOLDING CORP. —
4670 W. HURON ST., CHICAGO 44, ILL.
 Please send me catalog and price list of Gits Quality Plastic Items.

NAME _____
COMPANY _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____
 Please also send suggested ways for using Gits Advertising Specialties and Novelties.

Our business is
We sell direct to consumers, jobbers,
 dealers, manufacturers,

Advertising Impact Greater in Huge "Influence Market"

CHICAGO: — Advertisers get many times the effect they pay for when they reach the "Influence Market"—the more than 1,000,000 public school teachers and school executives whose precepts and examples are reflected in the homes of their 28,000,000 pupils.

"A teacher who uses a product becomes an effective salesman for it," says Georgia C. Rawson, Executive Vice President of State Teachers Magazines. "She can't help it. What she may casually say or do is almost as effective an example to her pupils as her expressed opinions and recommendations."

The advertiser can cover this important "Influence Market" by telling his sales story in the 44 locally edited and published State Teachers Magazines, Miss Rawson points out. Each publication completely blankets the field in its state, and exclusive coverage of local developments makes it "must" reading.

The detailed story of the "Influence Market" and how to reach it is now available in a 12-page, file size folder. It's free. Write for it to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, Inc., 309 N. Michigan Avenue, Chicago 1, Illinois.

Worth Writing For . . .

Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives.

Government Purchasing Agencies: What do they need? Which ones buy what you have to sell? What procedure do you have to follow to sell them? What prices, discounts and delivery schedules are current? Answers to these and many other questions can be found in a daily digest published by Trilane Associates, Inc. (1 Hudson St., New York 13, N. Y.). Sample will be sent on request to Henry Scharf, publisher.

Sporting Goods Retailers: A market analysis of independent sporting goods retailers issued by *Sports Age* (212 Fifth Ave., New York 10, N. Y.): How they classify, how long they've been in business, number of employees, merchandise they sell, annual dollar volume of sales, their biggest volume merchandise categories, plans for expansion or adding new lines.

Memo Books: You can bind them yourself in a matter of seconds. William Lane, general sales manager, General Binding Corp. (816 W. Belmont Ave., Chicago 14, Ill.) will send samples and tell you how to do it.

Livestock Ranching on the Pacific Slope: A reference file of survey data put out by *Western Livestock Journal* (4511 Produce Plaza, Los Angeles 11, Calif.) to aid in advertising to this industry. Included are complete data on farm machinery, seeds, building materials, feeds, concentrates, serums, sprays, pumps, irrigation equipment, ranch supplies, automotive equipment.

"Before You Sign" answers the question "How would you select your film producers?" It lists nine basic considerations before proceeding. Write to Mrs. James Maloney, Atlas Film Corp., 1111 South Blvd., Oak Park, Ill.

Wage Earners and the Apparel Market: How do their brand preferences and the prices they are willing to pay affect this market? The Market Division of Macfadden Publications, Inc. (205 E. 42nd St., New

York 17, N. Y.) has, through its Wage Earners Forum, readied a report on buying habits, attitudes and problems of this huge but unfamiliar market—58% of urban families. It is an attempt to pull together industry and Government figures which spotlight some of the disturbed areas in the apparel economy, and to explain to the industry the needs of the wage earner market.

Air Transportation and Your Business: American Airlines (100 E. 42nd St., New York 17, N. Y.) has an "Airconomy Plan" for co-ordinating air transportation with the complete operation of a business—to speed the movement of personnel, products and correspondence and expand markets. Included are six case histories of application of the plan.

The Detroit Market: *The Detroit News* has readied its fourth major compilation of this city's market data, giving complete information about its ABC trading area made up of six counties: Wayne, Livingston, Macomb, Oakland, Monroe, and Washtenaw. Graphically illustrated, the report contains pre-Census data on home ownership, auto registration, population density, employment, housing characteristics, income and economic ratings. There are lists of Detroit wholesalers and business establishments in the retail trading area and an advertising section covering 1949 media records lineage data for the city's three newspapers by classification, divisions, and products.

Labels, Signs, Specialties: A booklet which gives any number of point-of-sale ideas for ways to use them for product identification, advertising, instructions, tie-ins with national campaigns, etc. Write to Peter Brown, Chicago Show Printing Co., 2635 N. Kildare Ave., Chicago 39, Ill.

Briefs: Oxford Paper Company's (230 Park Ave., New York 17, N. Y.) new Coated Paper Sample Book . . . "Opportunities for Paint Merchandising" by Leo Nejelski, president, Nejelski & Co. (162 E. 38th St., New York 16, N. Y.).



Mystik gets it up!

... and up go sales!

* When we print your ad on "self-stik" MYSTIK, it's ready to be put up with a touch. That means more point-of-sale advertising . . . less waste. And MYSTIK gets the best spots . . . cash registers, counter tops and fronts, store doors or right on your product.

We will print and die-cut MYSTIK to give you attractive and useful point-of-sale plaques, shelf strips, two-way door signs, product identification and price labels, can and bottle holder plaques and projection displays.

MYSTIK is just part of CHICAGO SHOW Printing Company's full line of point-of-sale services and merchandising aids from a creative art department to complete facilities for printing, lithographing and distribution.

FREE—Write for sample and new book, "39 Ways to Use MYSTIK." Also idea book on cardboard and other displays of every kind.



*Self-Stik
Point-of-Sale
Advertising*



Based on an interview by Elsa Gidlow with

ROBERT G. HILL •

Advertising Manager, Columbia Steel Co.

Now They Say "Tiger Brand" Rope: Why Direct Mail Plays Key Role

Columbia Steel has built its three-year brand identity campaign around mailers offering technical data books for wire rope users. The first step: to custom build the list.

Can you build brand consciousness for your product among industrial users?

Executives of Columbia Steel Co. asked themselves that question three years ago when a survey revealed that few people knew the name of one of their products, Tiger Brand wire rope. "Users and prospects alike seemed equally confused about what to call it and who put it out," says the company's advertising manager, Robert G. Hill.

Columbia Steel is a subsidiary of United States Steel Corp. Columbia, with headquarters in San Francisco, sells steel products in seven western states roughly covering the Pacific slope. The wire rope it markets is also produced by American Steel and Wire Co., another USS subsidiary operating in the East. Both use the Tiger Brand name.

"In this survey," Mr. Hill points out, "we found that in our own market our wire rope was being called 'American Wire Rope,' 'Columbia Wire Rope,' 'USS Wire Rope,' and a very few called it 'American Tiger Brand.' The actual original name was USS American Tiger Brand wire rope—quite a mouthful. Colum-

bia Steel decided it was time to streamline the name.

Tiger Brand was born. The trademark for Tiger Brand wire rope is a powerful crouching tiger with a hind leg on the Columbia Steel-USS symbol, highlighted by a sparkling chrome yellow color.

In building recognition for Tiger Brand, Columbia uses many media, from publication advertising to memo pads. This story deals with the role of direct mail.

Many industries are potential users of wire rope, but in Columbia's territory the biggest user is the lumbering business and next come construction, mining, and petroleum.

"We put one man on the job almost full time for several weeks," Mr. Hill says, "to custom-build our mailing lists. In the case of large companies, we sent our mailings to several individuals, the president, the purchasing man and the foreman on the job—or the equivalent of these men. The result of this effort was a list of 5,100 names, widely scattered as to territory but all within the Columbia sales area."

The first mailer was an individually addressed letter. Beginning with

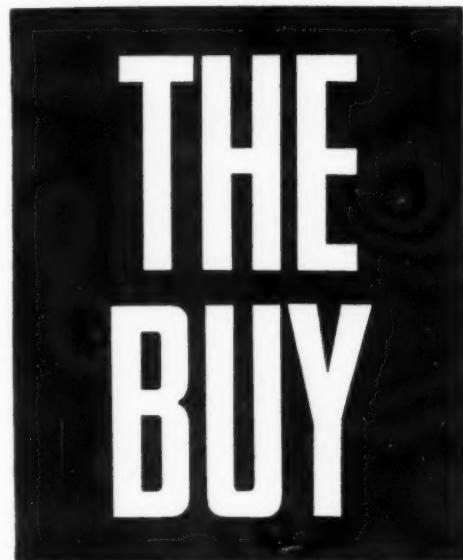
What's in Our Other Pocket?



WIRE ROPE!

ROPES 'EM IN: This booklet is Columbia Steel's bid to its customers who buy many steel products from the company but not its wire rope. It proved very productive.

Keep your eye on...



Source—Media Records. All figures are for full-run advertising. The circulation figure of 612,468 is the 5-day average (Monday through Friday) for the period January 5 to March 31 inclusive.

IT'S The Buy
FOR SELLING NEW YORK!

THE BUY FIRST in DISPLAY linage!

Figures speak more eloquently than words, in telling a success story! The WORLD-TELEGRAM AND SUN gained 1,381,866 lines of full-run Display Advertising during the first 4 months of 1950. This was over a million lines greater than the gain of any other New York weekday newspaper.

- 263 new Retail and General advertisers joined the fast-growing roster of the WORLD-TELEGRAM AND SUN during the first 4 months of 1950.

THE BUY FIRST in RETAIL linage!

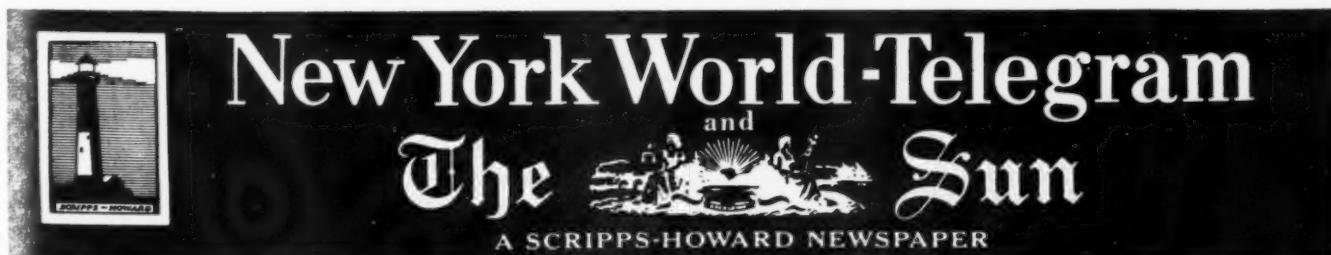
Let's look at the facts and figures again! During the first 4 months of 1950, the WORLD-TELEGRAM AND SUN carried full-run Retail Advertising totalling 3,558,766 lines. This was a gain of 987,222 lines—more than twice the combined net gain of all other N. Y. weekday papers.

THE BUY FIRST in DEPT. STORE linage!

Here's arithmetic that makes selling sense! The WORLD-TELEGRAM AND SUN carried 1,942,485 lines of full-run Department Store Advertising during the first 4 months of 1950. This was a gain of 665,915 lines . . . a gain *ten times bigger* than the combined net gain of all 6 other New York weekday newspapers during this same period. *No wonder they call it—THE BUY!*

THE BUY 612,468 . . .

home-going New Yorkers are now buying the WORLD-TELEGRAM AND SUN—first-class evidence that it should be the top buy for selling New York!



125 BARCLAY STREET, NEW YORK 15, N. Y.

Or contact the nearest Scripps-Howard General Advertising Office in Chicago • San Francisco • Detroit • Cincinnati • Philadelphia • Fort Worth



TRY A
Milprint
PACKAGE

Your products catching dust instead of customers? Our creative designers and merchandising men know how to build in greater "shelf velocity" that make your packages sell faster.

Call your local Milprint man—or write. Find out for yourself why so many famous brands are marketed in Milprint packages.

Exclusive
Milprint
ZIP-LOCK
Pliofilm bag
markets
heavy
produce
more
profitably.



Milprint INC.
PACKAGING MATERIALS
LITHOGRAPHY & PRINTING

General Offices Milwaukee, Wis. • Sales Offices in All Principal Cities
Printed Cellulose, Pliofilm, Acetate, Glassine, Plastic Films, Foils,
Folding Cartons, Lithographed Displays, Printed Promotional Material.

"Dear Mr. Blank," it went on: "At the suggestion of Mr. Lynn Harp, our roving specialist on wire rope, we are most happy to offer you our technical information service on TIGER BRAND wire rope. Our engineers have prepared two practical handbooks which should be of special interest to you."

Two paragraphs in this letter of 14 short lines then briefly described: "Wire Rope Engineering Handbook" as "130 pages of technical data," etc. It then offered to send the prospect "a personal copy" and "Valuable Facts"—a pocket size, 50-page booklet on the care and splicing of wire rope offered to the prospect for distribution to his employees. The letter was multigraphed, to simulate a personally dictated letter, and was signed with the signature of Wire Products Manager W. M. Jarrard, printed in blue ink.

Handbooks Enclosed

Enclosed with the letter were: a leaflet picturing and offering the two technical handbooks giving illustrated "wire rope data to keep at your finger tips." These handbooks gave hints on the handling and use of wire rope, correct and incorrect practices, etc. The leaflet prominently featured the brand name, the identifying yellow and the tiger trademark. In the same envelope was a return post card on which the prospect could order to be sent to him without charge (1) a copy of the "Engineering Hand Book"; (2) as many copies as desired of "Valuable Facts."

Response was so great that it took the company by surprise. In a short time a 22% return had been recorded. "We knew we were offering good literature, with brass-tacks information, presented in the technical language of the men addressed, and we expected a good response," Mr. Hill points out, "but the volume return was amazing."

This return provided the opportunity for another personally addressed and personally signed communication: a card. "Imagine our embarrassment . . ." it read. "Our ample supply (we thought) of TIGER BRAND wire rope literature has been wiped out by the overwhelming response to our recent offer. We've placed a rush order for additional copies and just as soon as they are received your request will be filled. We are genuinely sorry for this delay. In the meantime, if you're pressed by a particular problem in wire rope engineering, why not write us? We will be glad to help, and there's no charge for this service."

Mr. Hill makes no bones about the fact that this card was sent mainly to take advantage of the opportunity to remind the prospect of Tiger Brand and further stimulate consciousness of the company's brand name.

From the start, Columbia realized it must sell its own salesmen and distributors as well as their customers on the new brand name. As prospect mailings were made, division managers of the company received a personal letter from the advertising office, signed by Mr. Hill. It enclosed a set of the mailing pieces, informed the division manager that mailings would be made to a list of some 5,000 names, mentioned that this was the first of a series of such mailings on wire rope, and added that replies would be turned over to the division offices for follow-up after the literature requested had been sent out.

"Our object in this was two-fold," explains Mr. Hill, "First to keep our divisions informed and then to do a brand name sales promotional job on them."

Some months after prospects had received the literature requested, a second letter was sent, taking another opportunity to promote the brand name.

Immediately after each request for the "Engineering Handbook," the "Valuable Facts," or both, had been filled, the name of the interested prospect was sent to the division office in whose territory he was operating. It was sent on a return mailing card, indicating what literature and how much had been requested and mailed. The return portion to be mailed in to headquarters had room for the date, the name of the prospect under the head, "Today I called on," and the following four lines for the salesman to check:

Information Please

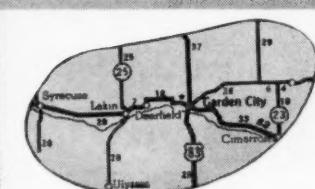
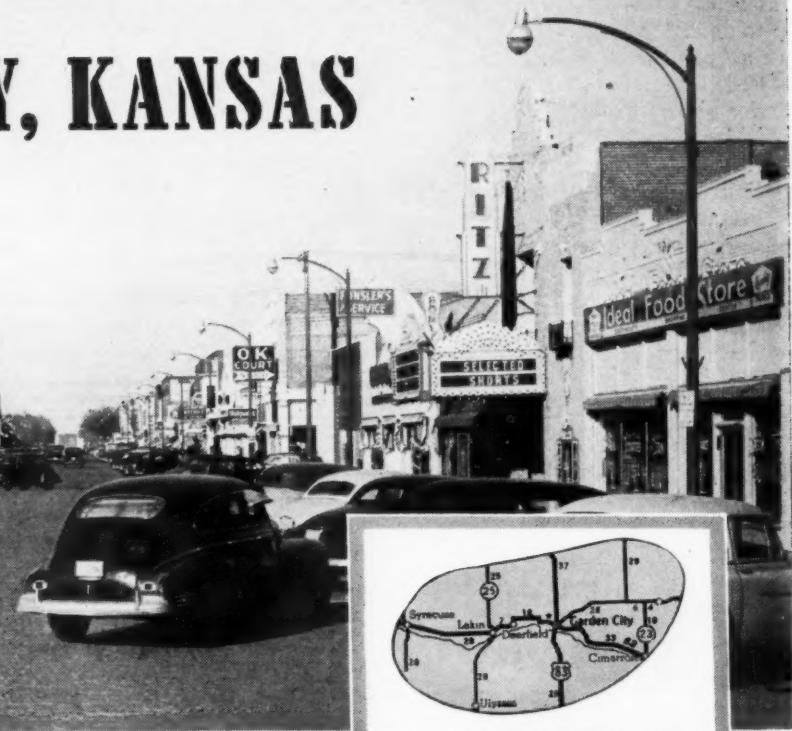
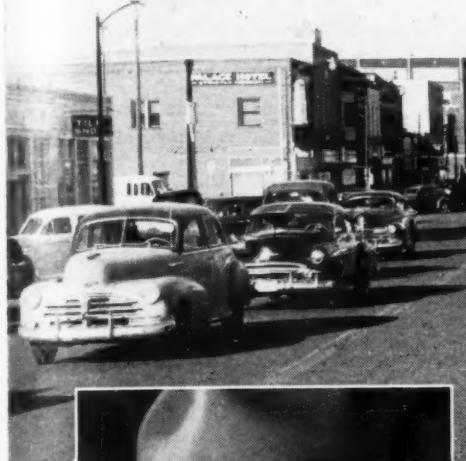
"He is a user of wire rope () Large () Small () No. He is now a Tiger Brand customer () Large () Small () No. This call resulted in a sale () Large () Small () No. Is he a good prospect? () Large () Small () No."

At the bottom of the card was two-line space for comment and a line for the salesman's name and (in case the card was passed on to a distributor) for the name of that firm.

All prospect cards were mailed to each division manager with a covering letter asking him to distribute them, according to his judgment, among field men and his local distributors.

Later in 1949 a second mailing was

GARDEN CITY, KANSAS



There are 1,247 loyal Kansas Farmer subscribers in this Garden City trade territory!



COBURN JONES



"Kansas Farmer has helped sell profitable new farming methods in this territory — no wonder it sells brand names as well!" says Russell T. Tuit, President of the Garden City Chamber of Commerce.

Good Spot to Cultivate!

"Garden City has the biggest trade territory of any city in Kansas. For that reason, merchants in Garden City have an especially good chance to test what really *sells* in Kansas," says Coburn Jones, Secretary-Manager of the Chamber of Commerce, Garden City, Kansas.

Merchants know Kansas Farmer gives results. Here's why: Kansas Farmer sticks to Kansas problems exclusively! Every story, every news item or homemaking hint, is tailored to Kansas needs. Farmers and homemakers know they can trust it... and trust the brands advertised in its pages.

So when you're looking for a way to cover Kansas, remember the unequalled prestige of Kansas Farmer. You can count on an audience that is willing to listen... believe... and BUY!

THE BUSINESS PAPER OF KANSAS FARMERS

Kansas Farmer, Editorial and Business Office, Topeka, Kansas. Published by Capper Publications, largest agricultural press in the world.



sent to the same list of 5,100, which was being kept continually alive and up-to-date. The second mailing, also in a personally addressed letter, offered the "free wire rope consulting service given by our Field Specialist." A folder titled "How to Take Care of Wire Rope" was enclosed.

Returns on this mailing, while not as spectacular as on the first one, were considered very good. "It is always harder to get a prospect to ask for your representative to call," Mr. Hill comments. While evidence of interest in the shape of immediate response was desirable, the objective of the

mailings, as a part of the total brand name build-up, was long-range.

The third mailing did not go to the list addressed in the first two direct mail jobs, but to all of the company's customers for other products. "We knew that many of them were potential users," Mr. Hill points out, "and some perhaps did not even know we sold Tiger Brand wire rope."

This mailing consisted of a folder printed in blue and black on white. The front cover showed a man with a package in one of his pockets, identified, "Your Regular Order." From

the other pocket he was pulling, magician-wise, a length of wire rope. The folder was headed, "What's in Our Other Pocket?" The answer at the bottom was "Wire Rope!" Inside pages discussed Tiger Brand wire rope and the customer's possible needs for it, offered the free literature already prepared for the major wire rope users, listed the company's distributors, and enclosed a return post card on which the customer could ask for literature desired and for a Tiger Brand wire rope representative to call and "ask for the man listed below."

In addition, copies were sent to division sales managers, with the following memo attached to batches of returned post cards: "The attached post cards were received in response to our recent TIGER BRAND wire rope mailing 'What's in Our Other Pocket? Wire Rope!' The requests have not been filled by this office, since we felt that your salesmen might prefer to deliver them personally or send them with a letter."

Nobody Overlooked

Distributors are not overlooked in the direct mail program. A recent mailing to them consisted of a folder on the back page of which was a reproduction of an advertisement of Tiger Brand wire rope appearing in a business publication. Copy invited distributors to key local advertisements to Columbia's regional and national trade and consumer programs, told how, and pictured electros which were available free.

Another mailing has just been completed. It is a heavy, three-fold piece which becomes its own envelope and embodies a tear-out return post card. Printed in yellow and black, it gives the usual prominence to the Tiger Brand and the trade-mark. It reports a case-history-type testimonial from a new Tiger Brand wire rope user: A tear-out post card invites the reader to tell Columbia about his wire rope problem.

"They no longer say 'wire rope.' They say 'Tiger Brand,'" Mr. Hill points out. "Over and over we are getting proof of a definite consciousness of brand. It comes from individual customers for wire rope who say they would like to try Tiger Brand. We're getting it from distributors who discuss Tiger Brand wire rope in their own radio commercials."

In short, executives of Columbia have proved that you *can* build brand consciousness for an industrial product and they are gratified with the success they have had so far with Tiger Brand.

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER



If you want to sell Washington State, you've got to

**think
Twice
about
TACOMA**

where the
News Tribune
ALONE
gives you
adequate
impact!

Here's how daily newspapers rank in coverage of Tacoma-Pierce County

Tacoma News Tribune	96%
Seattle Morning Paper	11%
Seattle Evening Paper	3%

For complete details, see
SAWYER, FERGUSON, WALKER CO.

**The
TACOMA
News Tribune**



Eastman Courts Customers With Glamor Exhibit

Kodak wares, services staged in Grand Central show, sans cash register.

By just "doin' what comes natur'ly" the Eastman Kodak Co. can sell film and filters. Publicity-wise, much self-dramatization may be bad medicine for most companies, but not in the photography industry. Realizing that the fun and fever of amateur photography today is at higher crest than ever before, Eastman has opened an eye-catching photographic information center and display in the Grand Central Terminal, New York City.

To demonstrate notable achievements in photography and to provide an easily accessible information service for all picture takers, the display and exhibit occupies the entire east balcony of the station. It features the largest color transparency ever made, a photograph 18 feet high and 60 feet long, the "Kodak Colorama."

This initial three-panel picture will be replaced with new "shots" at regular intervals. Two, three, or more photographs may be shown at one time, or the entire screen may be devoted to a single picture.

There's not a cash register on the balcony. The center will supply information only. No photographic materials or equipment will be sold in the exhibit area.

Behind the Scene

The Kodak Information Center, which is located on the balcony behind the transparency, fills approximately 5,000 square feet of floor space. It has been designed to present continuous exhibitions of fine photography and equipment, and to help answer questions about any photographic topic. To provide such service, the exhibit is open daily and is staffed by nine technical representatives from Kodak's service divisions. If a question stumps them, they will refer the matter to Eastman's Rochester, N. Y., laboratories.

Features of the center include a completely fitted kitchen darkroom, a display of important photographic accessories, a display of color transparencies and prints, and a small-equipment display, a continuous show of full-color slides for children accompanying their parents.



If you want to sell Washington State, you've got to

**think
Twice
about
TACOMA**

where the
News Tribune
ALONE
gives you
adequate
impact!

Here's how daily newspapers rank in coverage of Tacoma-Pierce County

Tacoma News Tribune	96%
Seattle Morning Paper	11%
Seattle Evening Paper	3%

For complete details, see
SAWYER, FERGUSON, WALKER CO.

**The
TACOMA
News Tribune**





AS BALTIMORE

Edward Levy started out 19 years ago with this modest corner grocery store.

One of the 16 Eddie's Super Markets which serve Baltimore's growing appetite . . . and 3 more are in the plans stage.



SALES OPERATING CONTROLS

Specific, flexible, practical, usable. 341,604 city blocks walked and analyzed 445,456 retail outlets and 3,037 shopping centers and streets located, to evaluate the sales potential of each of nine great markets.



COMMODITY SURVEYS
A market-by-market direct-interview survey of commodity brands stocked by both chain and independent outlets. These surveys cover 15 commodities.



TEN MARKET STUDY
Includes general characteristics, vacation activities, product rank at consumer level for general household items, food items, cosmetics and toiletries in ten major markets.

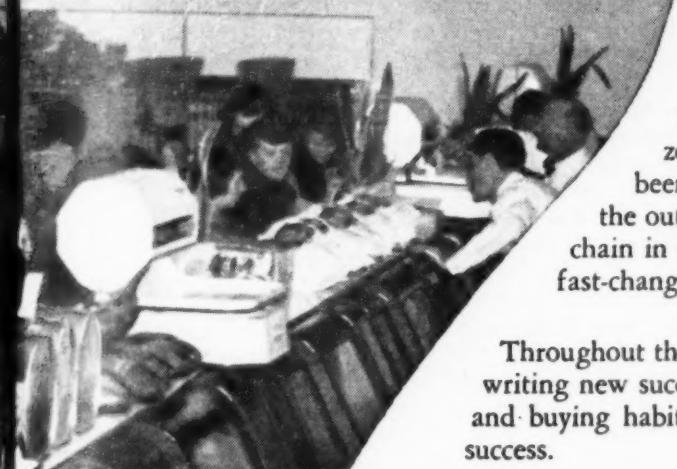


ADDED FAMILIES... Eddie added profits...



Edward A. Levy, Founder
and President
Eddie's Super Markets
Baltimore, Md.

COFFEE FULLY VITAMIN ENRICHED



Back in 1931, Edward A. Levy thumbed his nose at the depression.

With courage in one hand, a little cash in the other, he opened a tiny service grocery in—of all places—Sparrows Point, in the farthest reaches of Baltimore's outskirts. His first week's receipts totaled only \$600.

Eddie wasn't discouraged. He was aware that markets change. He plugged along, watched the depression pass. His small store grew bigger as business grew. He watched Baltimore spread out, and as other neighborhoods grew, a new "EDDIE'S SUPERMARKET" would appear.

Since 1931, Baltimore (ABC city and retail trading zone) has added 135,000 families. Edward Levy has been adding, too—there are now 16 of his big stores in the outskirts of growing Baltimore. This largest independent chain in the city grossed more than \$140,000 last week in this fast-changing market.

Throughout the nation, other "Eddie's" in every kind of business are writing new success stories because they are alert to changing markets and buying habits. Sales-conscious sales managers are sharing in that success.

Your Hearst Advertising Service man has "inside" knowledge of today's local conditions. He will share with you complete and accurate, detailed information on the ten major markets where over half the nation's buying income is spent. Total, classified, on-the-spot data: Sales Operating Controls, Commodity Surveys, Market Studies and Analyses. Contact your closest H.A.S. man today.



KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Herbert W. Beyea, General Manager
959 8th Avenue, New York 19, N. Y.
Offices in Principal Cities representing

New York Journal American
Baltimore News-Post American
Pittsburgh Sun-Telegraph

Albany Times Union
San Francisco Examiner
Detroit Times

Boston Record-American Advertiser

Los Angeles Examiner
Chicago Herald-American
Seattle Post-Intelligencer

WHICH CHEMICALS PUBLICATION HAS LONG MAINTAINED THE HIGHEST SUBSCRIPTION RENEWAL PERCENTAGE?

it is

OPD

82.84% for period ending Dec. 31, 1949

- The whole week's round-up of Chemical News
- 5000-6000 Quotations
- 2715 Pages of Advertising during 1949

NEWS FORMS CLOSE 4 P.M. FRIDAY PAPER DELIVERED 9 A.M. MONDAY

May we send you a sample copy of O.P.D.



Oil, Paint and Drug Reporter

For Chemicals Buyers
The Market Authority since 1871

Schnell Publishing Co., Inc.

30 Church Street, New York 7

• Cleveland 22—H. G. Seed, 17717 Lorain Blvd., Long. 0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S. Lafayette Park Pl., Drexel 4338 • San Francisco 4—The Robt. W. Walker Co., 68 Post Street, Sutter 1-3568.

HERE IS

INTENSE BUSINESS STIMULATOR
THE MAGIC OF
S-T-R-E-T-C-H-I-N-G

RUBBER ADVERTISING DOLLARS

It is ACTION! It's DRAMATIC—

EXCITING—It's a RIOT!

Nothing like it for • CONVENTIONS • COUNTY AND STATE FAIRS • CIRCULATION BOOSTERS • CO-OPERATIVE ADVERTISING, ETC.

Let Us Send You Actual Samples of Sales Tested Rubber Money used so successfully by advertisers. These "Phony" Dollars help create enthusiasm and stimulate sales where needed. It's the perfect "Howdy Guaranteer", "Memory Clincher" and "Fun Provoker"—never fails at occasions or celebrations. Rubber Money also offers unlimited opportunities for Dramatic, Attention-Captivating, dealer and direct-mail advertising. Write, phone or wire us for Rubber Money price list and samples. NO OBLIGATION!

H. MEINHARDT & CO., INC. Dept. SM-6
4138 N. Sheridan Rd. Chicago 13, Ill.
Ph. DI 8-8278

Shop Talk

Each Year I Say "Please"

"S" (for Survey) Day has again come and gone after only slightly more than the usual quota of production crises. You have in your possession a copy of the 1950 *Survey of Buying Power*. It's SM's 21st. It's SM's biggest (616 pages, weight 2 pounds and 14 ounces). It's SM's most prosperous from the standpoint of advertising volume.

At an average rate of four times per hour for every working day until at least July 1 when at least some of our subscribers go fishing, we shall be the recipients of telegrams and telephone calls asking all manner of questions. Preponderantly they will deal with matters of survey terminology, about key letters and symbols, about the derivation of certain figures. About 85% of these questions are answered one way. We refer people to the editorial introduction beginning on page 19. Honest Injun, it's all there. You do not need to puzzle. Just read that introduction.

We continue to be surprised at the large number of researchers who dive into the middle of the volume and begin to use the figures without taking the 20 minutes that would be necessary to get oriented as to (1) what's in the book, and (2) how to find it. There is a detailed index on pages 1, 3 and 5, and a supplementary index by states at the tail end. Sooner or later you will want summary tables. Spot these before you start to work.

The purpose of these paragraphs is to help you save time for yourself. So, once again, we call your specific attention to the introductory editorial statement and say "Please." Please *do* read it *first*.

Cheesecake for Sale

My telephone rang.

A chap with a pleasant voice said, "My name is Hobson. I'm with the Premier Photo Co. We make color transparencies of crime shots, sports, cheesecake and a lot of other subjects. I've got a selection of 75 I'd like to come over and show you."

With my eye on a manuscript from our Washington editor, analyzing the import of the Standard Oil case in California, I said, "What use do you visualize that I might make of such pictures?"

"Oh I don't know!" the voice said airily.

"We publish a business paper for executives," I offered, just to see what would happen. "What makes you think we need sports and cheesecake?"

The salesman: "I wouldn't know. All I know is that I've got a lot of photographs and I want to sell them."

There's a salesman who, in two minutes' time, gives a demonstration of two great, basic weaknesses in sales technique. He's an "I" man—not a "you" man. He has neither worked out for himself, nor had reasoned out with him in training, the importance of approaching a prospect from the standpoint of the prospect's needs and wants. NO prospect, of course, gives a tinker's dam whether Hobson has some pictures he'd like to sell.

Hobson doesn't know, either, what it means to qualify a prospect. Qualifying a prospect is a four-fold job. If someone is to buy, he must be qualified on *need, money, authority to buy, and willingness to buy now*. Nothing mattered in this particular case beyond the first: Hobson hadn't qualified me on need. I just wasn't a prospect at all, and the salesman might much more effectively have invested his time by calling someone who did have a need for the service he was offering.

A sale is a process in which many parts are closely integrated. One thing leads to another; one step pre-supposes other steps. The matter of qualifying a prospect, for example, pre-supposes adequate preparation for a first call.

Something tells me Mr. Hobson acquired a list of magazines published in New York, and he was off to the races to show his wares to anyone who would listen. That list must include the names of scores of magazines that are definite prospects. It also must include the names of many that, because of their very nature, have more use for cheesecake and photos of slides for third in the Yankee Stadium than they have for a carload of beets.

If Mr. Hobson had walked to the Times Square newsstand, and invested a few dollars in purchases, he could have weeded his list and right off the bat eliminated the impossible. Further, he could have selected 10 names to work this week and, by 20 minutes of careful study of each magazine he chose, he might have noted the specific types of photos each publication on that list was currently using. Then his approach (to a qualified prospect) might have gone like this:

"Mr. Howard, dramatic sports shots seem to have a lot of appeal for your readers. The baseball season is on. I have six action photos, made in color, any one of which is exciting enough to catch the eye of a man passing a newsstand. Would you like to see them?" Don't you think his chances are better than two out of three that the salesman would get a hearing?

He has qualified his prospect in advance, at least as far as need is concerned. If the publication is at all well known, he is fairly safe in assuming they have some money to spend. (Besides, there's always Dun & Bradstreet.) If he's at all bright, he'll ask to see the managing editor and the art director, where authority for picture purchases usually rests. And then it's up to the quality of the goods offered, and the salesman's own intelligence in bringing out the values, to get the immediate sale.

See how this new approach gets immediately into one of the prospect's big problems: circulation and newsstand sales. Action photos are offered as point-of-sale attention-getters. The magazine on the newsstand must catch the eye amid a welter of competition. Managing editors and art directors of newsstand publications go crazy trying to lick this problem month after month. The "you" has been put into the approach!

I wonder how much of that precious stuff called time a salesman like Hobson will waste in a month . . . waste it shooting at decoys instead of live ducks. And I wonder how much it will cost him in income. At least let's give him credit for the fact that he apparently does know that you must make calls to make sales. The trouble, of course, is that neither Hobson, nor his company, has defined the logical market and then set out to reach it. As I've said, one thing pre-supposes another: To build a list of qualified prospects pre-supposes analysis of market, and this is management's job. The fault isn't all Hobson's. Management has failed here too.

"All I know is I've got a lot of photographs and I want to sell them!" Ah me!

A. R. HAHN
Managing Editor

JUNE 1, 1950

#1 in CIRCULATION

JESSIE'S Notebook
by JESSIE DE BOH

What's Your Credit Problem? Write us and tell us what you need. We'll send you thousands of free news to choose from—and help you plan your menu! Your Green-bliss isn't without him. You'd have no coffee without him. Bring him to the man who deserves credit—he helps make America great! Bring him to the man who deserves credit—he helps make the world. Just read today's column!

Keep Your Refrigerator Fresh with Green-bliss. Fresh fruits, vegetables, herbs, meat, fish, and dairy products taste better when stored in Green-bliss.

HERE'S THE BIGGEST individual advertising medium in the world! Weekly it goes into millions of homes with the local influence of America's leading papers.

Current ABC circulation is

18,192,067

. . . 124 top newspapers can carry your messages, with unbroken continuity, to every other housewife in the first 80 markets.

Because it is the biggest medium and first in readership it's a truly economical buy.

JESSIE'S NOTEBOOK

420 Lexington Avenue 5 No. Wabash Avenue
New York 17, N. Y. Chicago 2, Illinois
Lexington 2-0480 Financial 6-1051

STEP UP SALES
with this Unusual
PACKAGE



Catch the feminine eye with this novel re-use package and watch your sales zoom. Durably fashioned from vinyl or polyethylene, these colorful plastic draw-string bags are new, different. Perfect for packaging toilet soaps, bath salts, cosmetics, bathing suits, food products, etc. Available in variety of colors with contrasting draw string. Can be furnished in sizes to meet your needs.

Write or wire for samples and prices

The SILLCOCKS-MILLER Company
Pioneers in Plastic Fabrication since 1910
15 W. Parker Ave., Maplewood, New Jersey

TV Expands Industrial's Ad Budget

Lolling in bed on a cold morning while the heat comes on automatically is a story easy for General Controls to dramatize via TV. It's all part of stepped up promotion to build a brand name at both dealer and consumer levels.

General Controls, Glendale, Calif., maker of heat control devices, had advertised extensively in technical journals but never to the general public.

Then came last summer's coal strike. The news situation, both with respect to the coal strike and the extension of natural gas pipe lines, led to plans for going into consumer media: *Time*, *Newsweek*, and a group of television stations. The company also invested in Western Union's dealer inquiry service, popularly known as "Operator 25," with results that were fast and beyond volume expectations.

Speed Necessary

Speed was of the essence. An early settlement of the coal strike could divert popular interest.

Control devices for home heating equipment lend themselves to visual dramatization. The company started with one Los Angeles TV station (KTLA) and a live show to gauge response to advertising planned to bring inquiries dealers could work on. Four one-minute playlets were filmed, and other stations added one by one, with reference to dealer locations. For years the company has done a national business.

The television approach is indicated in this play plot:

A man's bedroom slippers appear. A woman's voice is heard: "Henry! You get up this minute and turn on the furnace!"

A mumbled "Yes, dear." Feet slip into the slippers, walk to the door, out into the dark, and then a crash is heard. Henry is seen at the foot of the cellar stairs.

"Really, Henry, that's the hard way," says the announcer.

Then a General Controls thermostat appears on a wall. Henry is seen full length, adjusting the control, and sitting down in his easy chair, smiling, putting up his feet, wriggling his toes.

"You should get a General Controls thermostat," says the announcer.

"It will bring full automatic operation of your heating plant. It's so simple, Henry. Too hot? Too cold? Here's all you do . . . just move the indicator to the temperature you want, and the magic of General Controls thermostat takes over . . . Find out now about this simple installation . . . Call your dealer or Western Union (Operator 25) for a free estimate . . ."

Western Union inquiry service, inaugurated about two years ago, handles inquiries this way:

An interested listener telephones his local Western Union office and asks for Operator 25. She is specially trained, has a list of General Controls dealers by cities and towns in that area (Chicago has 60 listed, the nation more than 20,000) and refers the inquiry to the nearest dealer. If there isn't a dealer in the inquirer's vicinity, she names one nearby. Or if the town is large, she will ask, "What section of the city is most convenient for you?" Surveys have shown that more than half the public advised to "Consult your dealer" does not know any local dealer.

Value of Service

This service eliminates writing, also the cooling-off period likely to follow a strong impression made by advertising unless an inquiry is made immediately. Fear of high-pressure selling, salesmen's calls, etc., are eliminated because the inquirer obtains information without identifying himself. The service is contracted on the basis of a monthly charge for a stated number of calls, with an added charge for extra calls.

While no figures are disclosed, the volume of inquiries from TV and printed advertising has been above expectations. Dealers have been supplied with live leads, and the percentage of sales to calls has been high—better than three to four.

General Controls is a major manufacturer in its industry, but still

modest compared with other equipment companies that have advertised for consumer acceptance of their brands. Therefore, its change in advertising policy required thorough planning.

While a large proportion of the company's devices go into home and industrial heating equipment, none are sold directly to the public. The home-owner gets a GC automatic control as part of his heating equipment, and is most interested in the reputation of the equipment manufacturer.

What could consumer acceptance of the company name do for it?

Could consumer advertising be afforded?

If so, how had it better be done?

Studies Made

These questions were answered by a study of past advertising on a cost basis, and an opinion survey among 4,000 customers. Details were handled by Hixson & Jorgensen, Inc., Los Angeles advertising agency.

Technical journal advertising to equipment manufacturers and designers was reaching an estimated 1,000,000 circulation. By revising schedules and adding to the appropriation, it was possible to reach 2,500,000 circulation with *Newsweek* and *Time* added on a monthly two-column basis.

How about reaching technical readers through general publications?

To decide that point, cards were mailed to 4,000 of the company's manufacturer customers, asking them if "consumer" advertising would impress them favorably, and in which general publications they would like to see it appear.

Half of these cards carried the company address, and the other half that of Facts, Consolidated. It was believed that an inquiry from an outside agency might make a stronger impression. However, there was no discernible difference in responses.

Among customers who responded, *Time* and *Newsweek* had 83% readership. Three out of four equipment manufacturers regarded consumer advertising favorably. The fact that a manufacturer of component devices advertised to ultimate purchasers of equipment in which his devices were used, showed his belief in the quality of his products. Such component ad-



Memory jogger...

How long do prospects remember an advertising message?

Not very long as a general rule. There is a way, though, to jog their memories *just when they're ready to buy.*

Trade Mark Service is the answer. It puts your trade-mark or brand name over a list of your dealers in the 'yellow pages' of the telephone directory. That's where

9 out of 10 shoppers look for buying information.

You can blanket the nation with the 32,000,000 circulation of the 'yellow pages'... or use a part of it in certain localities.

Trade Mark Service leads prospects right to your dealers—gives the kind of "follow-through" that keeps your sales messages working right up to the point of sale.

For further information, call your local telephone business office
or see the latest issue of Standard Rate and Data



**Are you
on the list
for advance
information
about our new
REGIONAL
SALES MAPS?**

Send your name to:
Map Dept.,
SALES MANAGEMENT,
386 Fourth Ave.,
New York 16, N. Y.

HEAR NO EVIL



Although it's wise to avoid malicious gossip, only a monkey shuts his ears to reality. And cancer is a grim reality. We must open our ears to the life-saving truths which will teach us and our neighbors the safeguards against cancer. For humanity's sake — and our own preservation — we must support the crusade against this mortal enemy of man.

**GIVE TO
CONQUER CANCER
AMERICAN
CANCER
SOCIETY**

vertising, plus quality, added to consumer reputation for the manufacturer building his devices into automatic heating equipment.

Magazine advertising copy has been keyed to several lines of interest. For example, news pictures of the North American Sabre jet fighter, with GC controls aboard, have appeared in GC advertising. This approach permits use of names of outstanding companies employing GC control. The public may not know about the controls or the company, but it does know big-name concerns, and knows that they chose such equipment with scientific care.

In other copy, advanced types of heating controls have been spotlighted, particularly a new one, developed by General Controls, which demonstrates the utility and simplicity

of automatic home heating, as well as its appearance.

Offers have been made through advertising to manufacturers of technical aid in solving control problems.

Coincident with the change in advertising policy, four new sales branches were opened, making 22 covering the country.

Consumer advertising is kept constantly before General Controls distributors, dealers and manufacturer-customers, through mailings of the current *Time* and *Newsweek* advertisements to 50,000 concerns.

"Tell and Sell" is the company slogan.

Telling the consumer is not enough. The dealer, manufacturer, and sales force must also be shown what is being said to the general public.

SHIRT TAIL ADS

The time to lay the foundation for a repeat sale is the moment a customer has bought your product. A Canadian shirt maker has just put this sales truism to work in an obvious but hitherto neglected way.

A new shirt is always stuffed with white tissue paper. It helps to preserve the neatness of the fold and it's long been identified with a "new" shirt.

Kitchen Overall & Shirt Co., Ltd., Brantford, Ontario, Canada, has found a way to make that white tissue paper do double duty. The tissue is still in the shirt to help keep it unwrinkled. On the paper now, however, is a description of the merits of the shirt. The headline declares: "Your new Kitchen shirt has these built-in features to assure fit, comfort, and appearance." A shirt is pictured, with balloons pointing out product features. For example: "No-tear sleeve opening."

Copy on the stuffer tissue also sells other pieces of Kitchen's clothing.

How is this new merchandising feature being sold to Canadian dealers? In the words of E. M. Pritchard, Kitchen's sales manager:

"Our travelers (salesmen) show mounted copies of the stuffer to merchants and clerks at the time of their call. It is our intention to reduce the material, with slight variations, as a display card. The main purpose, however, of the insert is to 'resell' the product in the customer's own home, when the shirt is unfolded."



NEW OUTDOOR LAMP is easy to assemble and disassemble. Made of aluminum. Top ornament is vent.

Coming your way . . .

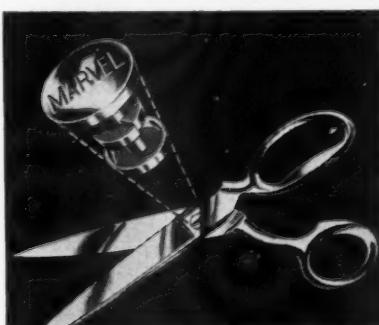
....all-aluminum post lamp

is constructed of cast aluminum top and bottom, four heavy aluminum corner pieces to tie the top and bottom together and a cast ornament at the top which also serves as a vent for the hot air within the lamp. Brass screws are used throughout. A porcelain socket, and a polished gallery which holds the frosted chimney and four pieces of double strength crystal glass go to make up this attractive and weather resistant lamp. It is designed for the lighting of lawns, driveways, tennis courts, boat docks and outdoor fireplaces. It is a product of the Fender Specialty Co., 1032 Royce Ave., Kalamazoo 28, Mich.

....appetizing foamy heads

on daiquiris, sours, collinses and other shaken-up drinks can now be made economically with White Cap, a product that is added to the drink ingredients before shaking, or to the bar's lemon juice. It is said that an 8-ounce bottle will improve the appearance of about 300 drinks, without affecting their taste or aroma. The formula was developed by Nat Cook, whose years at the famed Stork Club, New York City, have earned him the title of "The Dean of New York Bartenders." White Cap is being marketed by Bar Host Products, Inc., 40 West 4th St., New York 12, N. Y.

....self-honing scissors may be used for cutting tin, paper, cardboard or the sheerest fabric. It is claimed that each cutting stroke rehones the blades; keeps them sharp for precision cutting. Secret of these unique shears lies in the patented, self-adjusting pin which holds the blades together. Ordinary scissors loosen and rattle with use. The special pin, using constant spring pressure, keeps blades always in precise, close cutting position. Blades cannot rattle,



VERSATILE SHEARS may be used for cutting cloth, paper, other materials.

whether the scissors are wide open or fully closed. Since no extra finger pressure is necessary to keep the blades together, a user can work steadily for hours without noticeable finger strain. Straight or bent style scissors are available in

both left and right hand models. The shears were developed by Marvel Shear Corp., 4811 S. E. Powell Blvd., Portland, Ore.

....smudge - proof labeling

tape is designed for use in places where ordinary labels are impractical or would be obliterated by constant handling. It is resistant to water, oil and acid and will withstand temperatures up to 150 degrees Fahrenheit. Made of two sheets of acetate tape with a special carbon material sealed between, identification cannot be erased or rubbed off. It comes in 500-inch rolls and is packaged in its own dispenser. Available with either a blue or black edging. It is being introduced by Labelon Tape Co., 100 Anderson Ave., Rochester, N. Y.

Appointed by Swank



Photo by Fabian Bachrach

Ernest W. Gross has been appointed to the post of advertising and sales promotion manager of Swank, Inc., Attleboro, Mass., manufacturers of men's jewelry and leather accessories.

"News of major developments and trends that may affect our sales volume is important to me," says Mr. Gross. "The Wall Street Journal gives me an authoritative daily round-up of domestic and foreign business news. It's fast and thorough—that's why I read The Wall Street Journal."

Men who are getting ahead in business are to be found among The Wall Street Journal's 261,511 regular daily readers.



This trio scores again!

ABP's 1950 Advertising Competitions Arouse Record Interest

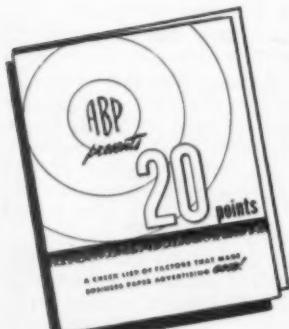
GOOD TEAMWORK makes ABP's Annual Advertising Competitions the great success they are.

It takes the teamwork of advertisers and agencies, who this year entered a spanking total of 776 separate advertising campaigns. The teamwork of judges . . . merchandising experts, industrial executives, advertising managers and agency men. The teamwork of the many publisher members of ABP . . . who sponsor these competitions and spend many months in their planning and execution.

What is their purpose? Their objective is to promote the use of still more effective business paper advertising, by bringing together the outstanding examples of such advertising for the inspection and study of advertisers and agencies.

Who are the winners? *Everybody scores!* First, advertisers and agencies, to whom is made available a fertile source of information about good business paper advertising. Second, business paper publishers: for effective advertising means satisfied readers and satisfied advertisers. Third, the readers of business papers, whose interests are better served.

ABP carries on many programs directed toward the goal of a still more effective business press. The ARF Readership Studies are a conspicuous example. The Annual Advertising Competitions are a very important and resultful part of this overall effort.



Write for "20 POINTS"—a check list of factors that make business paper advertising GOOD. These are the yardsticks, the standards, which have emerged from 8 years of experience in judging entries in ABP's advertising competitions.



Merchandising Publication Campaigns

WINNERS OF FIRST AWARDS

Rosenstein Bros.
Lancaster Advertising
Gay Fad Studios, Inc.
Owens-Corning Fiberglas Corporation
Textile Products Division
Fuller & Smith & Ross, Inc.
Florida Citrus Commission
Benton & Bowles, Inc.
E. I. du Pont de Nemours & Company, Inc.
"Zerone" — "Zerex" Anti-Freeze Section
Batten, Barton, Durstine & Osborn, Inc.
The Borden Cheese Company
Young & Rubicam, Inc.
Montrose Worsted Mills, Inc.
Harold F. Stanfield, Limited

WINNERS OF AWARDS OF MERIT

Milprint, Inc.
Jim Baker Associates, Inc.
General Electric Company
Chemical Department
Benton & Bowles, Inc.
Gilbert & Barker Manufacturing Company
McCann-Erickson, Inc.
E. L. Bruce Company
Armstrong Cork Company
Shoe Products Department
Batten, Barton, Durstine & Osborn, Inc.
General Motors Corporation
Frigidaire Division
Foote, Cone & Belding
E. I. du Pont de Nemours & Company, Inc.
Nylon Division
Batten, Barton, Durstine & Osborn, Inc.
Monowatt, Inc.
Horton-Noyes Company
Startex Mills
Roberts and Reimers, Inc.
Revere Copper & Brass, Inc.
St. Georges & Keyes, Inc.

THE ASSOCIATED

205 East 42nd Street, New York 17, N. Y.

Advertisers and Advertising Agencies win 57 ABP Awards for outstanding Business Paper Advertising Campaigns of 1949

The Edward Gross Company, Inc.
J. Andrew Squires, Advertising

Cannon Mills, Inc.
N. W. Ayer & Son, Inc.

General Foods Corporation
Log Cabin Syrup
Benton & Bowles, Inc.

Oregon-Washington-California Pear Bur.
Pacific National Advertising Agency

Barcalo Manufacturing Company
Batten, Barton, Durstine & Osborn, Inc.

Taylor Instrument Companies
Batten, Barton, Durstine & Osborn, Inc.

Scovill Manufacturing Company
James Thomas Chirurg Company

E. I. du Pont de Nemours & Company, Inc.
Finishes Division
Batten, Barton, Durstine & Osborn, Inc.

Nicholson File Company
N. W. Ayer & Son, Inc.

Libbey Glass

Division of Owens-Illinois Glass Company
J. Walter Thompson Company

Kleinert's
Grey Advertising Agency, Inc.

Cannon Mills, Inc.
Young & Rubicam, Inc.

General Foods Corporation
General Foods Sales Division
Young & Rubicam, Inc.

E. I. du Pont de Nemours & Company, Inc.
Rayon Department
Batten, Barton, Durstine & Osborn, Inc.

Century Ribbon Mills, Inc.
S. R. Leon Company, Inc.

Koppers Company, Inc.
Batten, Barton, Durstine & Osborn, Inc.

Monsanto Chemical Company
Gardner Advertising Company

Detroit Steel Products Company
Fuller & Smith & Ross, Inc.

R. G. Le Tourneau, Inc.
Andrews Agency, Inc.

Fran Taylor, President, Gay Fad Studios, receives First Award, Merchandising Division Three, from James G. Lyne, ABP Board Chairman and President, Simmons-Boardman Publishing Corp.

WINNERS OF AWARDS OF MERIT

E. I. du Pont de Nemours & Company, Inc.
Electrochemicals Department
Batten, Barton, Durstine & Osborn, Inc.

Walde Kohinoor, Inc.
Grey Advertising Agency, Inc.

Standard Oil Company (Indiana)
McCann-Erickson, Inc.

Carnegie-Illinois Steel Corporation
United States Steel Corporation Subsidiary
Batten, Barton, Durstine & Osborn, Inc.

International Resistance Company
John Falkner Arndt & Company, Inc.

Gaylord Container Corporation
Oakleigh R. French & Associates

R. G. Le Tourneau, Inc.
Andrews Agency, Inc.

The Ohio Crankshaft Company
Carr Liggett Advertising, Inc.

Neptune Meter Company
W. L. Towne Advertising

Armour and Company
Chemical Division
Foote, Cone & Belding

E. I. duPont de Nemours & Company, Inc.
Nitrogen Products Section
Polymers Department
Batten, Barton, Durstine & Osborn, Inc.

Portland Cement Association
Roche, Williams & Cleary, Inc.

Elastic Stop Nut Corporation of America
G. M. Basford Company

C. D. Johnson Lumber Corporation
MacWilkins, Cole & Weber

E. L. Bruce Company

Container Corporation of America
N. W. Ayer & Son, Inc.

Koppers Company, Inc.
Batten, Barton, Durstine & Osborn, Inc.

Franklin Process Company
George T. Metcalf Company



Floyd L. Triggs, Chairman of Judges for Merchandising Publication Campaigns, speaks at ABP Awards Luncheon, New York. He is Advertising Manager of Riegel Paper Corporation and Riegel Textile Corporation.



Winners of Merit Awards for Advertising in Industrial Publications. Fifteen representatives of winning-advertisers and their agencies, shown with James G. Lyne (standing, fourth from left), ABP Board Chairman and President, Simmons-Boardman Publishing Corp.



Judges of Advertising in Industrial Publications, under the chairmanship of Oakleigh R. French (rear, center), Oakleigh R. French and Associates.

Industrial Publication Campaigns

WINNERS OF FIRST AWARDS

Linear, Inc.
The Aitkin-Kynett Company

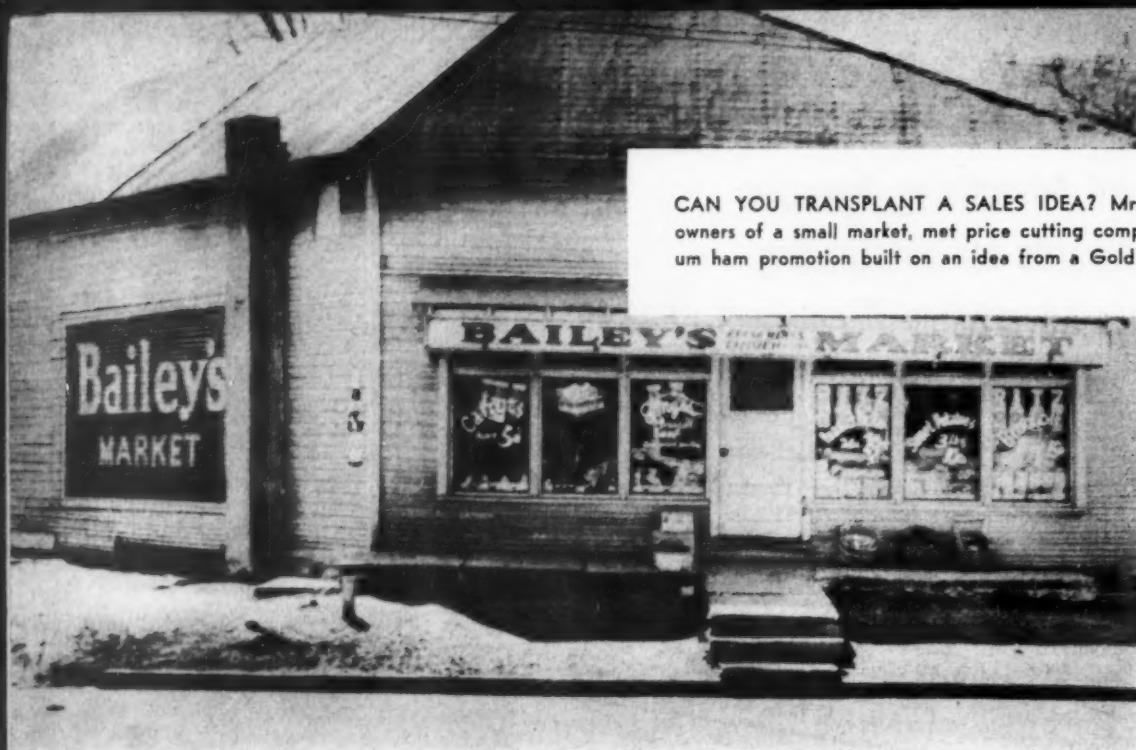
Shakeproof, Inc.
Waldie & Briggs, Inc.

Westinghouse Electric Corporation
Fuller & Smith & Ross, Inc.

BUSINESS PUBLICATIONS

The group of ABC-audited, paid circulation business publications which has been cooperating since 1916 to maintain and enhance the standards of business paper publishing, in the interest of the reader and the advertiser as well as the publisher





CAN YOU TRANSPLANT A SALES IDEA? Mr. and Mrs. Orville Bailey, owners of a small market, met price cutting competitors with a Swift Premium ham promotion built on an idea from a Gold Medal Flour success story.

Adventure with a Ham

BY LIONEL B. MOSES

Vice-President, Parade Publication, Inc.

Are your dealers plagued with profitless volume? Do they need new customers. Mr. Moses recounts the tales of pre-war Swift and Gold Medal promotions which can be dusted off and put to work on today's merchandising problems.

Here we go again! Once more Top Brass is telling salesmen "the honeymoon is over, selling is tough today and is going to be a lot tougher tomorrow" — the same old record, played over and over after every sellers' market.

It is hard for me to keep from smiling as I listen to these familiar exhortations. I always find myself thinking back to the days when selling was really tough, back to the early 1930's, when any man who made a sale was a salesman—and no foolin'. But there is something more than a smile in those flash-backs. There is inspiration aplenty in memories of salesmen—real salesmen with wits sharpened to razor edge—who created selling opportunities where there were none, and turned defeat into victory.

Clyde Pelton, Cleveland district manager for General Mills, Inc., was such a salesman. In 1933 he sold a carload of Gold Medal Flour to a grocer in Niles, Ohio. It was not a super market, but just an average good grocery store in a town of about 15,000 population, a store doing perhaps \$60,000 a year in sales. A normal order for that grocer in a normal business year would be 25 barrels, or 50 barrels at most. And this was in 1933! A carload of flour at that time was 205 barrels.

The Go-Getter

Pelton said to this Niles grocer, "Your business is sick. I have been watching it slip down, down for the past two years, and I'm worried." "You are worried?" the grocer re-

plied, "How do you think I feel? I have been wondering how much longer I can keep the sheriff away."

"I have a plan," Clyde told him. "If you will put on a promotion just as I lay it out for you, I think you can forget about the depression. This is a good farming area. The farmers come to town every Saturday and buy their groceries for the coming week. Make them feel that this is the most interesting grocery store in town and you will be on your way back to the sort of business you were doing five years ago."

"Here's what you do. First, buy a carload of Gold Medal Flour, in 24 and 48-pound sacks. The first Saturday after you unload the flour, stick a circular on the windshield of every farmer's car (He said "stick a dodger on the windshield," but SM readers, mostly city folks, say "circular.") ... Tell the farmers that on the following Saturday your store will be open from 8 A.M. to 8 P.M., and every hour on the hour you will give a 24-pound sack of Gold Medal Flour, free, to the customer who bought the biggest grocery order during the hour just ended. And at 8 P.M. the customer who bought the biggest grocery order



STRONGER...

the Voice of the Rocky Mountain Empire

THE DENVER POST

announces

**THE OPENING OF THE NATION'S NEWEST,
MOST MODERN NEWSPAPER PLANT**

- **DESIGNED**
- **EQUIPPED**
- **AND STAFFED...**

to pace the rapid growth of the Rocky Mountain Empire
and the westward march of markets.

CIRCULATION

Daily	226,866
Sunday	359,288
Roto, Comics, Magazine.....	397,454

A. B. C. Publisher's Statement
March 31, 1950



THE DENVER POST

The Voice of the Rocky Mountain Empire

PALMER HOYT, EDITOR AND PUBLISHER

Represented Nationally by Moloney, Regan & Schmitt, Inc.

that day will get, not a free sack, but a free barrel of Gold Medal Flour."

The Go-Giver

The grocer bought it: bought the promotion idea and the carload of flour. He was uneasy about the gamble, but he was even more uneasy about the future of his business. He realized that something drastic had to be done and he thought this might work.

It did. Many farmers' wives pooled their shopping lists and had one neighbor buy the week's groceries for

store that day, do you? The big thing you got out of this promotion was a lot of *new customers*, and the extra profit you made will be measured principally by the percentage of those new customers you hold."

So much for the Clyde Pelton Gold Medal story. That was a real "gold medal" story, but this is a report on an Adventure With a Ham. Let's get on with that adventure.

In a previous SALES MANAGEMENT article I mentioned my friend Orville Bailey and his little grocery store in Lawrenceville, Ill., where I tried out many merchandising ideas. In the spring of 1939 Orville was worried. Sales were slipping, selling was tough and getting tougher. He was looking for promotion ideas. We discussed spring housecleaning sales, one-cent sales and a lot of other possibilities. Finally somebody asked, "How about an Easter ham promotion?"

Return Engagement

That rang the bell. I told Orville and his wife, Aline, who did most of the thinking but not much of the talking in our many discussions, the story of Clyde Pelton's Gold Medal Flour promotion six years before. Aline said, "Orville, we can do it. And we will not have to sell our hams without profit, as all the other grocers do here every Easter. We will pick a top quality brand that everybody knows and likes, and we will not talk price at all. We can give away a two-pound ham steak every hour, and a whole ham at the end of the day."

They decided on Swift's Premium Ham, and on Friday, March 31, 1939, ran an ad in the Lawrenceville Daily Record. On the following Friday, two days before Easter, another ad appeared.

Price, it should be noted, is not mentioned in either advertisement. (Reproduction of ads shown at left.) Bailey wrote me a few days after Easter: "All week long we talked to customers about their Easter ham. We told them of Swift's Premium quality, and why they should buy the best ham for Easter. We told them to order early to be sure they would get the size they wanted. *We never talked price. It didn't seem to matter. A plan is better than a price.*"

Bailey sold his Swift's Premium Hams for $27\frac{1}{2}$ c a pound. Eight other grocers in Lawrenceville advertised hams in the *Daily Record* on that Good Friday at prices from 23 to $25\frac{1}{2}$ c a pound. (This was in 1939. In 1933 we worked on a promotion in which a top quality brand of ham was priced at $10\frac{1}{2}$ c a pound.)

In 1938 Bailey sold 15 hams during the week preceding Easter. In 1939, with this promotion, he sold 59. He gave away about \$9 worth of ham. His profit on the additional 44 hams paid that back, with a dividend of more than 100%—but again, as in the Gold Medal Flour job, the big profit was *new customers*.

The Moral

I said this wasn't a Gold Medal Flour story, that it is a report on an Adventure with a Ham. That's right, but both reports—the adventure with the ham and the Gold Medal preface—are recounted at this time for a special reason. The reason is that when Orville Bailey told me selling was tough and getting tougher, I didn't give him any pep talk—I reached back for a record showing what another salesman had done, with an entirely different product it is true, but with a *plan* which could be adapted to the problem Bailey was wrestling with at that moment.

So I venture to offer a suggestion (very humbly, of course) to sales managers who are making speeches at their salesmen, giving them the needle with oratorical generalities. Glittering generalities, perhaps, eloquent generalities, perhaps—but still just generalities. I think some salesmen are thrilled by these orations, but I think the thrill soon passes, the glow soon fades, and by the time the salesmen get back on their territories, what happens—as Gene Flack said some years ago—is what happened to the girl who wore cotton stockings—*nothing*.

My suggestion, Mr. Sales Manager, is that you dig some of those creative selling ideas, and the success stories they produced, out of the records of your own salesmen. The records are there, and the success stories are there. You say no? Want to bet? I'll give you good odds. And I'll give you longer odds on a bet that just one factual case history, reporting what one of your own men did when selling conditions were tougher than they are today, or will be in the foreseeable future, will help your sales force far more than the most inspirational "pep talk" you can make.

COMING . . .

A Houseful of Kids—Must They Sleep Three to a Room?

How Phoenix Table Mat Opened 10,000 New Accounts

Your Swift Premium EASTER HAM MAY BE FREE

WATCH FOR OUR AD NEXT FRIDAY

Free Swift's Premium Ham

Beginning at 8 a.m. and continuing until 8 p.m. every hour on the hour we will give **FREE** a two-pound center cut of SWIFT'S PREMIUM HAM to the customer having largest order during the past hour. First ham will be given at 8 a.m. Second 10 a.m. etc., until 8 p.m. **NOW—LOOK—Customer having largest order during any of these hours will receive a 12 POUND SWIFT'S PREMIUM HAM FREE.**

Include a Swift's Ham in your order—it may help you win!

We have several recipes for baking your ham—they are yours for the asking.

THEY NEVER TALKED PRICE: To customers of Bailey's Market, price didn't seem to matter even though competitive advertisements were filled with price featured hams. The Baileys worked a plan which appealed to old customers—and new ones—and wound up with profit from their Easter ham promotion.

as many as eight families—and one of those 8-family shoppers got the free barrel of flour. (Another aside to city folks: A barrel of flour is eight 24-pound sacks.)

On Saturdays that store was then doing about \$700 gross. On the Saturday when the grocer gave away \$16 worth of flour, his sales totaled \$2,900. He told Pelton he was delighted—the profit on \$2,000 of extra sales more than repaid all of the promotion expense.

Then Clyde really opened up on him. "Is that the only profit you see in this promotion? No wonder your business was headed for the rocks," he barked at the surprised grocer. "You don't think the same customers who buy \$700 worth of food here every Saturday spent \$2,900 in your

steady MICHIGAN

Michigan farmers are in the habit of getting big checks—*every month*. Their income is high and steady all through the year!

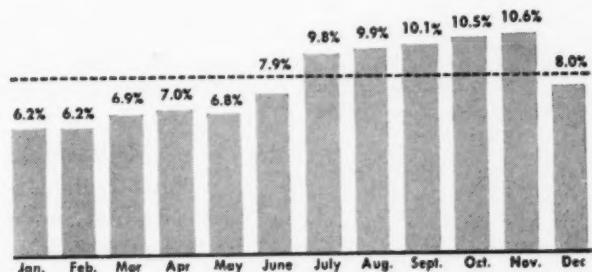
Why? Variety is your answer. All kinds of crops with many kinds paying off *every month*. Their farm production is not limited to just one or two big crops. It ranges all the way from apples to wheat, beans to sugar beets,

dairy products to peaches, beef cattle to wool.

Steady income all year (see chart below) means Michigan farmers can buy *all year*. That's why it's one of America's choice farm markets. And it's one you can effectively reach, and sell in one farm paper—**MICHIGAN FARMER**. It reaches 4 out of 5 farm folks in Michigan every issue—24 times a year.

Steady Buying Power

Here's proof of Michigan farmers' steady income. This 12-month chart of farm income shows their year-round buying ability. Matching this through-the-year steadiness is a steadiness through the last 100 years which is equalled by few other farm states. Two of these are Ohio and Pennsylvania, served by **THE OHIO FARMER** and **PENNSYLVANIA FARMER**. For further information, write J1013 Rockwell Ave., Cleveland 14, Ohio.





G-E's High-Balling for Sales With More Power to America

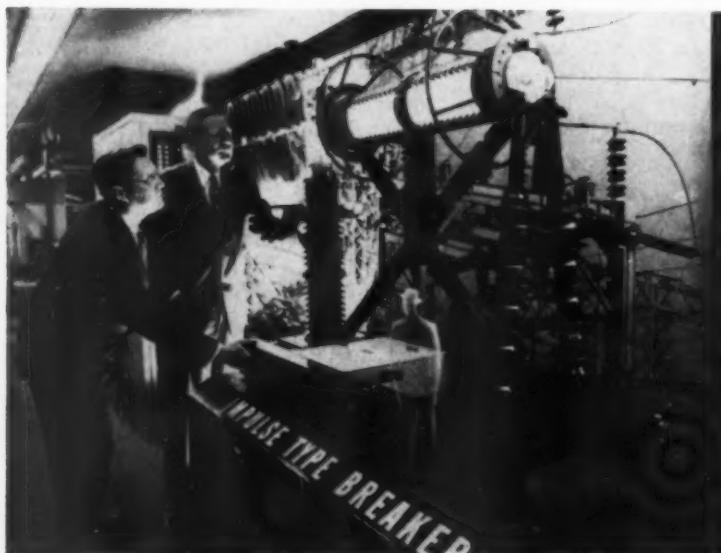
Ever see a sales aid 9½ feet wide and 1,000 feet long?

General Electric Co. has one on the road. It's formally known as the More Power to America Special, a 10-car trainload of working and static exhibits of the products of 31 G-E factories.

This colossal exhibit train, which will tour the nation for the next two years, is no public relations toy. It will be taken to 150 key industrial centers where the 2,000 exhibits of electric products, systems, and techniques can be displayed for prospective buyers of heavy industry goods. Visit to the train is by invitation.

The More Power to America Special is G-E's frank bid for sales. In unveiling the train, H. V. Erben, vice-president and general manager of the Apparatus Department, said "We . . . in G-E . . . are in the business of making capital goods that will produce other kinds of goods and services."

Like many other capital goods concerns, G-E is concerned about the downturn in capital investments. In 1948 they almost touched 21 billion dollars; this year they're forecast at only 17 billion dollars. Mr. Erben warns "it is high time all of us in American industry started working to reverse the trend."



◀ WORLD'S BIGGEST SALES AID? (left) G-E's More Power to America Special is a complete working example of the products the company can turn out for industry. The locomotive itself is an Alco-G-E diesel-electric. The train is complete in itself, even to containing a specially fitted baggage car to serve as a coat-hat checker for industrial customers who will board the 10-car exhibit streamliner for the tour.

▶ LET'S SEE IT WORK (right): C. H. Lang (left) v-p of sales of G-E's Apparatus Dept. touches the switch and "spots" a dummy load in the materials handling section while C. P. Fisher, Jr., manager of the train exhibit, casts a fatherly eye on the model hoist mechanism which enables visitors to raise, lower, and "spot" a dummy load, using a pendent pull station.



MORE FIRE POWER: (left) This gun turret is part of a bomber fire control system. It's one of the working displays in the national security section and typifies the part G-E can play in military production.

◀ HIGH VOLTAGE: (left) This is a working model of a 230-Kv impulse breaker in the power generation car of the More Power to America Special. At left, flipping the switch, is J. S. Smith, manager of G-E's Apparatus Dept. Advertising and Sales Promotion Divisions. At the right is H. V. Erben, vice-president and general manager of the Apparatus Department.



▶ IN DRIVER'S SEAT (right): C. H. Lang, G-E sales v-p, tries his skill at operating a 25-ton switcher (right) in the materials handling section. By working controls inside the locomotive cab, he can run the miniature model switcher and cars in the yard (foreground). It's a typical rail car handling problem.

Now We're Eating More Raisins, A Contest Revives Our Appetites



MAGIC MONEY: Cash prizes, now that merchandise is easy to secure, are powerful consumer appeals. The "Raisin Reason" contest brought in almost three times as many contestants as anticipated. Raisin sales upped.

Specifically, more raisin bread is now gracing the American dinner table. That familiar contest theme, "Tell us in 25 words or less" is paying rich dividends for bakers who tied in with the ideas of the California Raisin Board.

Americans are regaining their taste for raisin bread. A few years ago raisin bread was so popular that the greatest single use for raisins was in bread. Then American appetites were diverted and raisin sales declined. Why the renewed interest now?

That hardy perennial, the contest essay, is doing it. The upsurge in

raisin consumption was noted after the California Raisin Advisory Board, Fresno, Calif., began to promote its "Raisin Reason" contest with contestants stating in 25 words or less "My favorite reason for eating raisin bread . . .".

Results of the contest? Shipments of raisins in January were 32% above

January, 1949, and February sales were up 22% from the previous February. Bakers reported raisin bread sales up 25% to 450% during the contest. It is anticipated that results of the contest will be felt throughout the year.

The aim of the Board's raisin promotion program is, in the words of Paul L. Johnson, manager, "to stimulate wholesale and retail bakers to increase their output of raisin bread and to encourage tie-in merchandising by retailers."

"Raisin Reason" Contest

The first step in the program was the contest. Called the "Raisin Reason" contest, it offered \$21,825 in prizes, top prize being \$10,000. There were 286 additional consumer prizes and tie-in prizes for retailers—12 cash prizes of \$100 each and 24 cash prizes of \$50 each to retailers whose customers won top consumer prizes. Prize money was put up by the raisin industry, although wholesale and retail bakers and their outlets were to reap big benefits in increased sales.

The contest was launched as the opening gun of the Raisin Board's 1950 national advertising campaign on January 22 with a full-color page advertisement in *Life*. The advertisement haloed a tempting loaf of raisin bread with the \$10,000 first prize offer in gold letters and figures. It gave details and rules of the contest and invited consumers to "Eat Raisin Bread and tell us why you like it!"

Contestants had to obtain entry blanks from a bakery or food store and enclose the word "raisin" from a loaf wrapper or a sales receipt for a loaf of raisin bread from a bakery. The name of the store where the bread was bought also had to be written in. The essay on "My favorite reason for eating raisin bread . . ." had to be sent in with the entry blank.

— Prior to the contest the program was promoted to the trade. So effective was this promotion that before the opening date of the contest the wholesale and retail bakery trade had requested of the California Raisin Advisory Board five and one-half times more entry blanks than had been anticipated. Edgar L. Deatherage, the Board's assistant manager,

AL/BPM BREAKS ALL RECORDS



Reservations are now
being made for the 1951 issue of
The Dealer Products File

with 1950 Dealer Products File Issued April 8

- ★ Biggest Issue ever published in this industry — 636 pages
- ★ Over 292 pages of valuable editorial reference information
- ★ Largest volume of advertising ever carried in one issue in this field—over 340 pages
- ★ Largest circulation of any issue of any publication in field — nearly 30,000
- ★ Largest number of advertisers in any single issue of a publication in this field — more than 400

The Biggest, MOST VALUABLE BUYING AND SELLING TOOL EVER CREATED FOR LUMBER AND BUILDING PRODUCTS DEALERS

AL/BPM's Dealer Products File is the *only* comprehensive products reference book published in the industry. It places on the desks of leading retailers and wholesalers valuable buying and selling data that is used regularly, day after day, throughout the year.

The Dealer Products File is an example of the editorial leadership which has made **AL/BPM** the preferred magazine in its field.

AL/BPM reaches *more* top-rated dealers (owners and corporate executives), *more* general managers and department managers, *more* dealers' salesmen—the men who exert powerful influence on buying decision at the point of sale—and *more* wholesalers.

Dealer net paid circulation—19,764,
wholesaler net paid circulation—1,545,

total net paid circulation—23,575—the largest coverage in the history of this industry. Renewals of AL/BPM subscriptions—proof of dealer preference—are the highest in the field—81.04%. Mail subscriptions direct to publisher for the six months' period ending Dec. 31, 1949 are highest in the industry—3266.

In 1949, sales-wise advertisers placed more pages of paid display advertising in AL/BPM than in any other national magazine serving the building industry—proof of the selling power of this magazine.

In 1950, you can do a more effective selling job by placing your advertising in AL/BPM—The Industry's Salesman—mightiest sales force, man or magazine, in the lumber and building products field.



American Lumberman & Building Products Merchandiser

138 N. CLARK STREET, CHICAGO 2

PUBLISHED EVERY OTHER SATURDAY

JUNE 1, 1950

estimated from the returns that more than 100,000 merchants participated. Here's how their interest and co-operation were won:

Several weeks before the break of the contest dealers received an illustrated eight-page portfolio, designed as a working manual for the trade. It went to wholesale bakeries, retail bakeries, food stores, chain stores and all outlets that sell raisin bread, both independents and co-operatives. Advertising agencies handling bakery accounts and related products also received the portfolio.

Printed in a vivid fuchsia color on white, it announced the contest, gave details and told how to tie in and capitalize on the event.

Page one flashed the total prize money: \$21,825 Contest . . . to Sell Raisin Bread." Page two gave the contest set-up: its name, dates of duration (January 23-March 18), list of prizes, told what consumers must do to win ("Every entry will mean a sale of raisin bread!"), and gave this assurance to the dealer: "There will be no entry blanks published in Raisin Industry consumer

advertisements. Entry blanks will be distributed only through retail food stores and bakeries. Raisin Industry will furnish free pads of entry blanks for retailers."

Page three reproduced the opening advertisement in *Life*. Center spread of the portfolio illustrated the free tie-in material available to the trade, told when available (from December 1, 1949), where and how to obtain it. Display material included a three-color window streamer, 32" x 11", designed also to be used on walls, display stands or clipped to wire hangers; a three-color bread rack hanger, 12" x 11", to focus attention on the promotion at point-of-purchase; contest entry blanks, made up in pads of 20, to be distributed to the store's customers. The blank contained contest rules and prize information.

Plan Own Tie-In Promotion

Pages six and seven of the portfolio then buttonholed the dealer to do his own tie-in advertising on the promotion, and showed him how. It pointed out: "The California Raisin Industry advertising and promotional material has been designed to lay a background, nationally, for the 'Raisin Reason' Contest. Those who would capitalize fully—and most profitably—will want to plan their own tie-in promotions." Advertising spots were then pictured, full size, and dealers were invited to make their choice of the four sizes of mats for handbill and local advertising in newspapers. A return post card clipped into the portfolio provided an easy order form, requiring only pencil checks of desired material or mats and the dealer's name and address.

For dealers who preferred radio advertising tie-in, sample scripts for 35-, 50-, and 100-word spots were provided, with the notation that the basic material might be incorporated into longer announcements for regular 15-minute or half-hour program broadcasts.

Eight additional suggestions for promotional tie-ins were included on the back page of the portfolio. They constituted a short course in putting on a retail promotion and were eagerly picked up by retailers, wholesalers and chain stores throughout the country. They were designed to give maximum effectiveness to the raisin bread promotion at point-of-purchase. They were easy to read, easy to do. For example:

"1. Raisin bread displays, of course, are of primary importance. The larger

PEORIA JOURNAL-STAR
ADVERTISING HAS BEEN

Consecutive
Coupon-Tested 572 Weeks!

**Amazing Increase in
MONDAY Store Traffic!**

27,300

COUPON ADVERTISEMENTS
HAVE BEEN PUBLISHED —

No Contracts . . . No Obligation!

No contracts have ever been accepted for coupon page advertising. It can be started or stopped at will. The number of coupons returned to the merchant on Monday determines his future policy. Today (after 11 years) Journal-Star coupon pages are at an ALL-TIME HIGH.

**More Than 2,100,000 Lines
of Advertising**

**. . . and Still
GOING STRONG!**

A Weekly TEST of Peoria Journal-Star Pulling Power

Perpetuated
by RESULTS
Week after Week
for 11 Years.



Recognized
Nationally as
Best TEST Market
in the U.S.



"8. Giant loaf of bread—specially baked for store display and/or newspaper publicity releases."

Business paper advertising kept the promotion hot with double-page spreads in national bakery publications and full pages in food store magazines.

Throughout the first month of the contest period a series of humorous cartoon-type post cards were mailed weekly to keep alive the interest of participating wholesale and retail bakers or to serve as memory joggers to those who had not started a tie-in

with the campaign.

The contest closed March 18. It brought in 130,000 entries, surprising the sponsors who say that 50,000 entries for this type of consumer promotion is considered good. The California Raisin Advisory Board in Fresno received blanks from every one of the 48 states and from a number of foreign countries. Heaviest pull came from areas where the local push on raisin bread was most forceful. The Raisin Board considers this significant and a signpost for future promotions.

the display, the more attention it will draw—and the more raisin bread sales it will make. The contest streamers and rack hangers should be used along with displays wherever possible—and entry blanks placed close by the raisin bread.

"2. Brands for raisin loaves—featuring contest. (Bread wrapping companies are ready and willing to help design these.)

"3. Truck posters should be very effective in calling attention to raisin bread and getting customers to buy and enter contest."

"4. Snipes, featuring contest, may be used for regular 24-sheet outdoor posters.

"5. General advertising tie-in theme: Taste *our* raisin bread and get scores of ideas to help you win.

"6. Special advertising tie-in drives for:

"(a) Raisin bread for toast (Enjoy tastier, hotter toast while you compete for big prizes.).

"(b) Raisin bread for school lunches (Treat youngsters to raisin bread and get their ideas to help you win.).

"7. Individual contests may be sponsored. Three types are suggested:

"(a) Consumer contest with additional prizes awarded to winners who enter through individual baker's (or store's) raisin bread.

"(b) Personnel contest, with prizes awarded to route salesmen serving stores where winning purchases are made.

"(c) Retailer's contest with prizes awarded to stores showing greatest percentage gains in raisin bread sales—or for raisin bread displays.



"FACTS AND FIGURES . . . FACTS AND FIGURES . . . THAT'S THE ONLY THING YOU LOOK AT SINCE YOUR COPY OF FACTS ABOUT CAPPER'S WEEKLY FAMILIES ARRIVED!"

Yes, indeed, and now not figuratively speaking but most literally, a constantly increasing number of sales and advertising managers and agency account executives are avidly reading the first pair of market data books in the continuing series, "Facts About Capper's Weekly Families." Both of these excellent studies are available now: No. 1, "Facts About Capper's Weekly Families," and No. 2, "Power

and Fuel for Appliances and Heating." These studies will reveal in a striking and significant manner to you the vast sales potentials for your product in the rich Farm and Rural Town market covered intensively by Capper's Weekly . . . The Feature News Weekly of The Rural Midwest. Send for your free copies of these two valuable reports today.

Capper's Weekly

**912 Kansas Avenue
Topeka, Kansas**

**CAPPER
PUBLICATIONS INC**

LOW COST SALES



Your sales costs drop when your salesmen follow up on TSN inquiries.

TSN takes your sales story to more than 100,000 reader-buyers in all phases of the transportation industry, including railroads, shipper-manufacturers, motor truck companies, airlines, water carriers, etc.

This complete coverage of the transportation industry buyers means you can sell your accepted transportation industry markets and at the same time, at no extra cost, explore other segments of these markets.

Plan to run a test campaign now and see how TSN can help increase your selling effectiveness.

Transportation Supply News

418 S. Market St., Chicago 7
122 E. 42nd St., New York 17, N.Y.

EXECUTIVE TYPE

Salesmen wanted to place local franchises Perfect Home Magazine. Opportunity qualified applicants age 40 or more to establish own business on liberal commission basis. Several openings all requiring constant travel. Please give experience, qualifications and character references first letter.

Stamats Publishing Co.,
Cedar Rapids, Iowa

22 Reasons Why Dealers Like Our Route-Salesmen

BY BETTY LEE GOUGH

Dr. Pepper salesmen find personal satisfaction and good business in minding their P's and Q's when delivering.

In fields where the salesmen drive trucks and deliver as well as sell, predominant display space and a favorable spot for point-of-purchase material often go to the salesman the dealer likes.

That is the thought behind a 22-point make-the-dealer-like-you plan used by a New Orleans soft drink bottling company. Fighting for cooler and shelf space with a dozen other soft drink marketers, the Dr. Pepper Bottling Company of New Orleans wins its share, and sometimes more, because its salesmen are men from whom the dealers enjoy buying.

George W. McKelvey, sales manager of the bottling company, reminds his driver-salesmen of "22 reasons why the buyer likes to deal with a salesman." Stressing these 22 reasons as a way of selling has kept Dr. Pepper sales high in a falling market, and gained new outlet distribution as well as remarkably good cooler and display treatment for the product, Mr. McKelvey says.

Dr. Pepper driver-salesmen are told that the soft drink route salesman from whom a dealer likes to buy is one who

1 . . . speaks distinctly in a well-modulated voice that does not disturb the store.

2 . . . is businesslike, friendly, but never rowdy, refraining from horse play.

3 . . . makes a good appearance—is always neat, well-groomed and in uniform.

4 . . . listens to the buyer's side of a story without interruption.

5 . . . passes along constructive sales and advertising ideas to dealers.

6 . . . knows his products, their uses, and how they may be sold.

7 . . . never knocks a competitor or carries tales about other dealers.

8 . . . shows a personal interest in the dealer's problems and success.

9 . . . does not make exaggerated

promises and remembers to keep the promises that he does give.

10 . . . is careful not to take advantage of the dealer's friendship.

11 . . . is quick and concise in outlining special sales promotion plans.

12 . . . shows unusual courtesy, not only to the dealer but to his clerks and employees as well.

13 . . . avoids the use of distasteful language and refrains from telling questionable stories.

14 . . . sympathizes with others' problems—but never discusses his own.

15 . . . shows by every word and action that he is proud of his company and his products.

Good Housekeeping

16 . . . keeps his stocks clean and does not complain if he must look around to find the empties.

17 . . . wipes dust from the bottles before putting them into the dealer's cooler.

18 . . . dusts carton displays on every trip, and replaces or removes Dr. Pepper advertising material before it can get out of date.

19 . . . never molests competitors' displays or advertising material.

20 . . . does not block a dealer's driveway or parking lot entrance with his truck—or double park, angle park, or otherwise break the law and the rules of motoring courtesy.

21 . . . handles bottles and cases with a minimum of noise.

22 . . . always expresses appreciation for business received from the dealer.

These 22 reasons why the dealer likes to buy from a salesman hang prominently on the office wall at the Dr. Pepper plant in uptown New Orleans. Driver-salesmen must see them twice a day, coming in and going out.

In addition, the "reasons why" are stressed at every sales meeting.

Danger! Honor Awards Lick It Among Driver-Salesmen

Consistently safe driving brings special recognition for routemen of Golden State Co., milk distributors. Regular safety training sessions, with dramatic demonstrations, have cut accident rate, lowered company insurance costs.

How can the accident rate among a large and scattered staff of 1,334 driver-salesmen and 150 salesmen be cut down?

After a year of experimentation with an intense and dramatic program having this end in view, the Golden State Co., Ltd., San Francisco, processor and distributor of a wide range of milk products, believes that training will illuminate and analyze causes of accidents and show how to prevent them: training plus a constant spotlight on accidents which do occur and a system of recognition and reward for consistently safe drivers.

Starting its program a year ago with the appointment of A. R. Beecroft as supervisor of training and safety, the company has been able to achieve gratifying results, and some spectacular ones, as well as great savings in insurance paid out.

Basis of the program is training each driver-salesman and field man in safe driving. In each of the company's plants throughout California this begins with a thorough indoctrination of plant supervisors and other key executives, including sales managers, on what constitute safe driving practices and how to make them habitual. The object is to make it possible for responsible executives in each plant to follow through on the initial training of the men by Mr. Beecroft. Only consistency and continuity, Mr. Beecroft believes, will bring about consistently safe driving.

During the indoctrination of the executive staff in each plant as well as in the training and follow-through of the men, the points in the program are dramatized and made visual through use of robots, an array of realistic props, blank cartridges and other theatrical aids. Movies also play an important part.

The point which is emphasized in all phases of the training program is that safe driving is defensive driving: "driving as if everybody else on the road were deaf, dumb and blind."

A vivid lesson in how long it takes to "stop on a dime" is given: An instrument containing two blank cartridges is suspended from the front bumper of the car being driven by the employee. When the vehicle attains the speed of 20 or 30 miles per hour, the tester fires one of the blanks. The employee being tested causes the second blank to fire when the brakes are applied. The man is always amazed and even shocked at the interminable seconds which tick off between the danger warning and his reaction to it. The second shock comes as he sees and feels how long it takes the vehicle he is driving to respond to his will.

Drivers learn what their reaction time is. If it is the average one of about .75 seconds they begin to do some thinking as they observe what happens before their eyes in a road-test class. They see a truck handled by a driver with an unusually high reaction time of 0.4 seconds, traveling at only 20 miles an hour, continuing on for 12 feet before he presses the brake at the warning shot of "Danger!" and 20 more feet, or a total of 32 feet, before the vehicle halts.

A vehicle safety committee is set up as a nucleus in each plant. Its function is follow-through on original training, establishment of accident control measures as called for by the location or circumstances, and spotlighting the driver who has accidents and the one who avoids them.

Two safety meetings are held each month, one concerning vehicle safety, the other concerning industrial safety. These may feature a motion picture or other visual educational aids underlining safe driving practices and the avoidance of accidents; analysis of an accident; review of driver-salesmen's records.

The record of each driver is prominently displayed on a drivers' chart. After each name there appears a Gold Star for "No Accidents"; a Green Star for "Unavoidable Accidents"; a red symbol for "Avoidable Accidents." In



HOW DID IT HAPPEN? This is a suspenseful moment in the life of a Golden State milk truck driver as he re-stages, before the company's Court of Review, his accident. It's part of the accident prevention training program, has cut accident rates.



"I'm glad they investigated me,"

"but who investigates

It all began when Elsie learned that some of her products had been investigated by GOOD HOUSEKEEPING. It was explained to her that products must be *good* products to be advertised on its pages.

"Why, I've *heard* about that," said Elsie, "but surely there's no doubt about *my* reputation for goodness, or Borden's, either."

Heavens, no, we told her. It was simply our rule, since millions of American homemakers rely on

GOOD HOUSEKEEPING and the Guaranty Seal. But her products had scored high, we reported.

"All very well," said Elsie. "But, if you don't mind my question, who investigates *you*? *Can I?*"

Why, we'd love to have you, we told her. We'd like *all* of our advertisers to visit the Laboratories of the Good Housekeeping Bureau and Institute. And since Elsie was curious, she came to see us.



1
Elsie and her escort arrived. "Say," she mooed, "this place is as spic-and-span as those plants where they bottle my milk." (A plug for Borden's. What a sales-girl!) Like any other woman, Elsie was pretty fussy about cleanliness.



2
"That's a funny set of gadgets," Elsie said. "What have they got to do with my products?" We explained that the instruments helped us to check the behavior of packaged foods under different climatic conditions.



3
In the Snack Bar Elsie surprised some friends. "What are you doing," cried Elsie, "eating at this time of day?"

"We're a Taste Jury. We're trying some cookies that were prepared from one of your recipes, Elsie, to make sure before we publish it that the results are tasty."



4
Then Elsie saw a girl washing clothes in a room that seemed to be just *full* of newest-model washers and ironers. "Hello, Elsie," the girl said, "I'm one of GOOD HOUSEKEEPING's staff of home economists, and this is where we investigate laundry equipment, and soaps, and detergents, and fabrics and all sorts of things that go into *good* housekeeping!"

"cried Elsie,

GOOD HOUSEKEEPING?"



5

"What goes on here?" asked Elsie when they reached the Chemical Laboratories. The chemist said: "This is where we checked random samples of your products, bought right off the grocers' shelves, for their chemical content—butterfat, dextrose, and so on." He grinned, and added: "You did well, Elsie."



6

"Now what is that?" the bovine beauty exclaimed at the Good Housekeeping Beauty Clinic. She learned that cosmetics and other beauty aids were investigated there by actual use. "A little out of my line," Elsie conceded, "but I can see how this kind of editorial thoroughness attracts your millions of readers."



7

Elsie learned that, in the Textile Laboratory, fabrics of all kinds are investigated. They may be checked for fume-fading, sun-fading, crease-resistance and shrinkage; they will be washed and re-washed and checked again and again. A product has to be good to earn our Guaranty, the experts explained.



8

"Why, there's Beauregard!" cried Elsie. Of course, it wasn't *really* Beauregard, but one of the life-like dolls which GOOD HOUSEKEEPING has in its Baby Center. It was here, Elsie was told, that young mothers come for advice on how to keep baby well and happy. Elsie seemed pretty pleased by what she saw.



9

"Well, I must say I'm impressed," Elsie admitted. "You folks at GOOD HOUSEKEEPING certainly are thorough. I think every woman in America would enjoy knowing about your investigations and how you protect the Guaranty Seal." We agreed. Then we thanked Elsie warmly and presented her with a large red Guaranty Seal for her boudoir.

"I'm very glad," Elsie said, as she left us, "that you investigated *me*. And thank you for letting me investigate *you*!"

Everybody was happy about everything.

The product that has it, earns it!



GOOD HOUSEKEEPING

Homemakers' Bureau of Standards

57th Street at 8th Avenue • New York 19, N. Y.

this way every driver's record is on a constant review. This spotlighting, Mr. Beecroft reports, does wonders to "keep the men on their toes and off the public's toes."

If an accident does occur, the company holds "court" on it. Representatives from management and driver-employees watch the driver re-stage the accident with prop cars, robot pedestrians, and realistic intersections. The "court" then determines if the accident was avoidable or unavoidable. The "court" provides lessons not easily forgotten by the driver who is party to the accident, as well as by his fellows. Few drivers like to appear before fellow employees and employers as either careless or poor risks, and pains are taken not to get "hauled into court" again if it can be avoided. Of course the "court" vindicates the careful driver.

Driver salesmen who maintain good safety records are given both short-term and long-term recognition and reward. In collaboration with the company insuring them*, Golden State checks all salesmen's driving records at six- and 12-month intervals. At two- three- and four-year intervals Honor Driver awards are made. A Skilfull Driver gold pin award is

made annually after the fifth year of driving without an avoidable accident.

Safety awards at each branch plant are given at company-sponsored banquets. The local police chief or head of the highway patrol in the area is enlisted to make the presentations. Winners are given local publicity for their "contribution to the longevity of California's citizens." As many as 120 drivers whose awards range from six-month to 30-year periods of safe driving have been honored at one time.

Measurable Results

The measurable results of the program as it nears the end of its first year? In one area, the Sacramento branch of the company, the vehicle accident frequency dropped from 5.6 to 1.7. This plant made the most spectacular gain among individual plants. Company-wide, the accident average has been lowered appreciably. During 1948 the average was 3.1 accidents for every 100,000 miles traveled. During 1949 this was cut down to 2.8, slightly less than the national average.

However, the number of accidents

per given mileage is not the only or most important measure of success. Startling advances were made, company figures show, in avoiding certain specific types of accidents. Hitting parked cars dropped 25%; hitting rears of cars dropped 43%; runaway trucks (due to slipping of brakes) dropped 50%; hitting when pulling from a curb dropped 130%; hitting inanimate objects dropped 22%; hitting by cutting in or out of traffic dropped 200%.

And even more tangibly, in 1949 the amount paid out for medical treatment cases and for compensation liability due to lost time accidents and other accidents was more than \$20,000 less than in 1948.

Adding these gains to the non-measurable ones, such as goodwill earned or lost in a community or neighborhood by the driving done by the company's representatives, Golden State executives believe that their safe driving program is bringing in real returns. They feel they have only begun, that the good results from training their men is cumulative and will show up increasingly through the years.

* Liberty Mutual Insurance Co.



"Performance 100%"

—says **BOHN**

ALUMINUM & BRASS CORPORATION

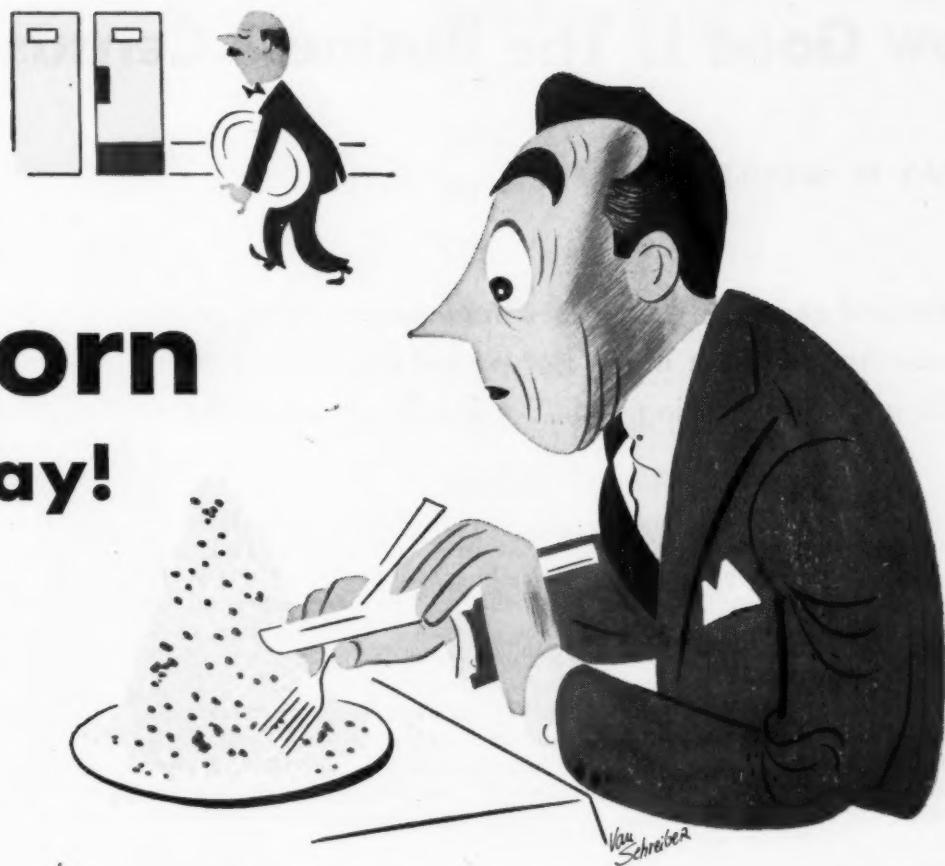
"By using Capital AIRFREIGHT we are assured of safe, sure, on-time delivery of BOHNLITE products to our customers and Service Division Branches . . . Capital's performance has been 100% perfect with Bohn," writes J. A. Lister, General Traffic Manager, Bohn Aluminum & Brass Corporation, Detroit, Michigan.

Overnight Delivery via Capital AIRFREIGHT meets emergencies, avoids production breakdowns, makes for smaller inventories & faster turnover.

Capital AIRFREIGHT can mean better service, more profit in your business, too! Call your local Capital representative today.



You eat
**3 lbs. corn
 every day!**



Whether you chow at the Waldorf, Pump Room, or Antoine's, or take potluck at home... you and the average American eat a pound of corn at every meal... as ham and eggs, T bone, pork chops, milk, cheese, hot dogs, hamburger, or even muffins and corn flakes!

Corn is the great staple in US diet, chief concern of a vast region, a major industry of this country.

The big business of growing corn takes resources and resourcefulness, the skillful application of soil sciences, careful cultivation, developing of new species, research, modern machinery, for maximum production and profits.

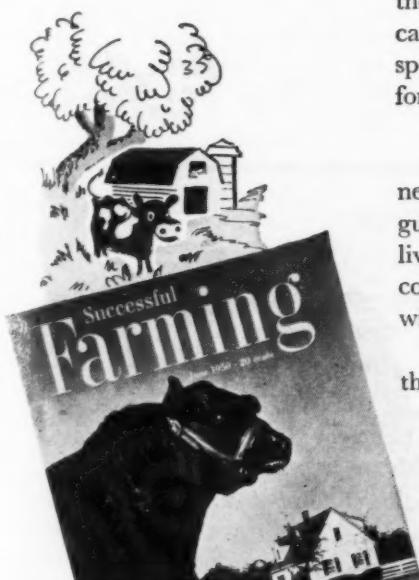
The work manual handbook of new ideas and improved methods, the guide to better business and better living on the nation's best farms in the cornbelt is **SUCCESSFUL FARMING**... with a forty year record of service.

SUCCESSFUL FARMING families are the nation's best farmers... have the

best land, and the largest investment in buildings, machinery, equipment and livestock... get the largest crops and highest cash returns. The million SF farm subscribers in the fifteen Heart states alone, earn easily 50% more than the average US farmer.

Ten years of unparalleled prices and prosperity have piled up billions of savings, made a vast new market for all kinds of better merchandise and goods that better farm business and living.

Your advertising in general media doesn't reach most of today's best farmers—needs **SUCCESSFUL FARMING** to open doors, minds, and opportunities. You're not getting full potential sales, if you overlook this major market and medium. For data and detail on both, call any SF office. **SUCCESSFUL FARMING** Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



How Good Is The Business Census?

BY JAY M. GOULD

The Federal census of business is the most accurate count of trade and services made but it contains some pitfalls for the unwary marketing man. Dr. Gould discusses them.

For the past 10 weeks, preliminary results of the 1948 Census of Business have been pouring off government printing presses, providing the first official tabulation of the most violent marketing shifts ever recorded in an intercensal period. When publication of Census reports is completed by the close of the year, marketing men in particular will find in them valuable reference material to consider in making analyses for many years to come. For this reason it is of the utmost importance that the new Census be carefully evaluated, for it has some features which for the purpose of market research are both good and bad.

Coverage of the Census

The characteristic which distinguishes a Census from all other surveys is its completeness; it is in theory designed to cover 100% of the "universe" of all possible observations. In practice a good Census will approach this goal within a fraction of 1%. Perfection is impossible because within the period of the count itself, some business outlets will be undergoing construction, demolition, alterations, transfers of ownership, etc., which will defy the ingenuity of any Census enumerator seeking to put them in their proper pigeonholes.

Nevertheless, William C. Trupper, Chief of the Census Bureau's Business Division believes that the 1948 Census of Business is the most complete ever undertaken. Two innovations were introduced for this Census. They were designed to improve the quality and completeness of the field work of Census enumerators:

1. Enumerators were paid by the day rather than on a piece-work basis. (In the 1950 Population Census, enumerators were paid by the name. Consequently many quit after the first ten days when it became necessary to recanvass absentees. This is a problem

to Census officials, particularly in urban areas such as New York, and in fact has been singled out as possibly reflecting on the completeness of the New York count. Publication of a preliminary estimate of New York population at about 7.7 million, falling far short of local expectations, has been attributed to the New York Census Area Director and has aroused concern, although Census officials now disclaim this early estimate.)

2. The work of the Business Census enumerators in reporting all outlets within their geographical areas could be independently checked against the file of establishments reporting their payrolls to the Social Security Administration. This file was not available for such purposes in the last Census.

A final check on the accuracy of the Census of Business will be possible from a detailed "post-enumeration survey" taken by the Census Bureau of a random selection of 17,000 units representing a one-half of one per cent "miniature" of the entire national trade and service structure. The Census Bureau is placing great reliance on this carefully selected sample to indicate deficiencies in coverage or detail present in the

Census itself. Indeed, some experts in modern statistical theory assert that scientific samples of a relatively small size can yield more accurate information than any attempt to count the "universe" itself, and at far less cost.

One reason lies in the fact that the margin of error due to sampling may be reduced to any desired magnitude by proper statistical techniques. Another reason is the fact that in a sampling survey more time can be devoted to isolating bad returns and ironing out the many inconsistencies that are bound to arise. Thus, under the pressure of meeting printing deadlines, the Census Bureau must frequently accept reports which may excite the suspicion of a trained auditor, but which are not glaringly absurd, and trust to the laws of chance that errors of this kind will cancel out.

Census Bureau officials have felt that such errors are likely to be of a minor character, and point out that they frequently have been accused of unduly extending the period of checking returns so that publication of reports is delayed to the point where they become out of date at the time of publication.

For the new Census of Business, Bureau officials have for the first time deliberately risked a certain degree of incompleteness by publishing "preliminary" detailed reports by counties and cities, which will be subject to revision at some later date. By this device they have cut considerable time from the normal schedule of release dates. Thus, returns from some 17,000 additional establishments have

THE AUTHOR

Dr. Gould is Chief of the Market Analysis Department of the Econometric Institute, Inc., and Research Director for the *SALES MANAGEMENT Annual Survey of Buying Power*.

In his analysis of the 1948 Census of Business (retail) figures now being released in preliminary form, he discusses not only the more accurate measuring devices used in the current Census but also warns against misleading characteristics which are traceable to the disclosure rule and the impossibility of correct allocation of all chain store and mail-order sales.



These Famous Brand Names Are Sold All Over America

ON

These are names you know—these are products you and all of America respect and buy. These are among the most astute investors of advertising money in the world—and they are all users of National Highway Displays! The reason is simple: National Advertising Company has far the finest and most extensive facilities for erecting and maintaining, anywhere in America, highway displays with the added impact of Scotchlite* Reflective Sheeting. National Highway Displays will sell your product anywhere, day and night, at very low cost. It will pay you to write, wire or 'phone National Advertising Company, Waukesha, Wis.

ALEMITE • AUTO-LITE
BUICK • CHEVROLET
CHRYSLER • DODGE
DU PONT
FISK TIRES
FORD
HUDSON
LINCOLN - MERCURY
MILLER BREWING
NASH • OLDSMOBILE
PENNZOIL
PEPSI-COLA • PHILCO
PONTIAC
SOCIETY BRAND CLOTHES
STUDEBAKER • U.S. TIRES
WILLYS-OVERLAND

and many others!



*Reg. Trademark of Minnesota Mining & Mfg. Co., St. Paul, Minn.

NATIONAL ADVERTISING COMPANY, WAUKESHA, WIS.

come into the Census Bureau since the preliminary processing of the county reports now being released. While for the nation as a whole the consequent error is believed to be slight, for particular areas the current preliminary reports may be significantly understated and should be used with some caution on this score. However, this is far outweighed by the value to marketing men of the expedited release of major findings.

Incidentally, it is commonly assumed that sales of small establishments are understated through design or lack of proper accounts. Census officials report, however, a widespread reliance on outside auditors on the part of even the smallest establishment. Proprietors of small establishments may frequently not be in a position to answer Census questions, but will refer the enumerator to a part-time local accountant who can.

Treatment of Chain Stores

The weakness of Census statistics for marketing purposes has to do with certain administrative and legal limitations imposed on the Census rather than errors of undercoverage or reporting bias. For instance, the "disclosure" prohibition frequently forces the Census to withhold publication of statistics if such publication will make possible an estimate of the magnitude of business of any individual establishment. While this legal requirement is a necessary outgrowth of an act of Congress designed to protect the confidential nature of reports to the Census, the information withheld is frequently highly significant to a particular line of activity or to a particular area. And since often enough the information in question is available to interested parties who are willing to consult the standard reference directories and who can put two and two together, this limitation can confer a somewhat unreal character to Census data.

This deficiency is of particular concern in the Census treatment of large chain store and mail-order operations, which are dominated by a relative handful of companies directing through central administrative offices the operations of more than 100,000 separate establishments scattered over the length and breadth of the nation.

In 1948 chain stores accounted for some \$28 billion of sales, or more than one-fifth of total retail sales. Consider the problem facing the Census in allocating this huge volume of business to various outlets in which such business originates. A Census enumerator cannot for instance walk

into an A&P grocery and ask questions relating to the annual volume of sales, payrolls, etc. Such information must be obtained from the executive headquarters of the chain, for a store manager could hardly be expected to make decisions on the allocation to his outlet of administrative salaries, inventory accumulation, number of trucks, etc. Therefore, the Census must secure the complete cooperation of the home office of the chain in distributing the chain store total on a regional basis. In the Retail Trade Census of 1939 there were outstanding instances in which such cooperation could not be secured for lack of adequate accounting facilities, making it necessary for the Census people to make their own estimates of the volume of business conducted in each chain outlet, thus introducing a considerable possible source of error.

In the Retail Trade Census of 1948, Census officials are satisfied that they have secured the maximum degree of cooperation from executives of large chains in the problem of regional allocation. For instance, each chain store outlet encountered by a Census agent was enumerated with respect to its physical existence, so that the Census had at least an independent check of the number of such outlets to compare with lists secured from the central administrative office. Census officials assert that they were thus frequently able to inform chain store heads of the existence of outlets not accounted for in the central office listing. But the fact does remain that by and large the Census must remain dependent on the procedures and administrative policies followed by central offices of large chains in the regional allocation of their total business. And it is at this point that another difficulty arises, namely, in the treatment of mail-order sales.

Mail-Order Sales Cannot Be Allocated

Operations of large mail-order houses such as Montgomery Ward & Co. and Sears' Roebuck & Co. are classified by the Census Bureau in the general merchandise group along with department and variety stores. The Census also makes a distinction between catalog sales and store sales of large general merchandise mail-order houses, but the distinction is not consistently drawn on a regional basis, sometimes because of disclosure difficulties, and sometimes because of different administrative policies followed by various mail-order houses. Thus, out of total general merchandise sales in 1948 of about \$7.5 billion

credited to chain stores and mail-order companies, about \$1.3 billion is regarded as catalog sales of general merchandise. Similar breakdowns on a regional basis however would immediately involve disclosure of individual operations. Total mail-order sales are almost completely dominated by the following four major companies:

	Total Net Sales (\$ Million)	
	1939	1948
Sears, Roebuck & Co. . . .	501.7	1981.5
Montgomery Ward & Co. . . .	414.0	1158.7
Spiegel, Inc.	52.9	134.6
Aldens, Inc.	25.9	87.8
	994.5	3362.6

Of the total catalog sales of these four companies, a large but undisclosed portion (probably about one-quarter) is credited to Chicago, the nation's mail-order center, and the remainder is credited to various cities in which mail-order branches are maintained. For Sears, Roebuck these cities are Minneapolis, Kansas City (Mo.), Philadelphia, Boston, Atlanta, Memphis, Dallas, Los Angeles, Seattle and Greensboro (N.C.). For Montgomery Ward, they are Kansas City (Mo.), Fort Worth, Portland, St. Paul, Oakland, Baltimore, Albany and Denver.

Now, the Census Bureau will include in its retail sales tabulations for any city whatever mail-order sales are reported by a mail-order branch located in that city. Such sales have little relation to the retail purchasing power of the residents of that area. Not only is this true of the Chicago area, but to a lesser extent of other cities in which mail-order branches exist.

Sears, Roebuck, for instance, maintained in 1948 some 625 retail outlets in practically every state in the nation. Catalog sales may actually be made from catalog departments of these stores, but they will be eventually credited and reported to the Census as part of the sales of the branch house which will eventually handle the sale. Thus, for the mail-order cities listed above, Census reports of general merchandise will necessarily reflect a considerable amount of business that actually originated elsewhere.

Beware the Delaware Figures

The problem is by no means confined to general merchandise. Consider for instance the following interesting paradox: On May 1, the

Census Bureau released its Delaware report crediting that state with a retail trade total in 1948 of \$381.8 million, an increase of 247% since 1939.

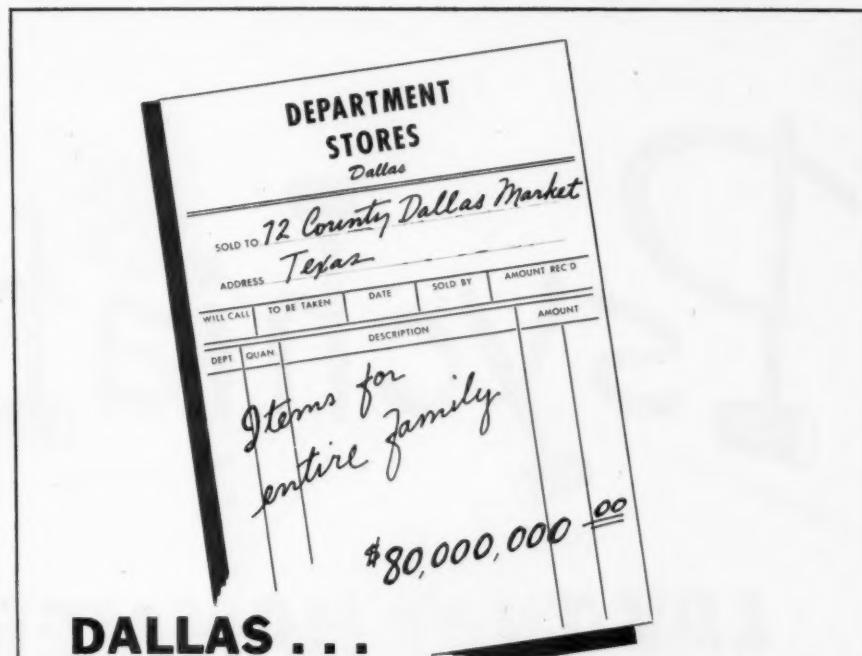
This figure may not appear unusual at first glance, but it does look peculiar when compared with a total of \$522 million reported as Delaware income payments in 1948 by the Department of Commerce. Since Delaware, the home of the Du Pont family, has always been subject to an above-average income tax, a simple calculation can establish that in 1948 the disposable income of Delaware residents, after taxes, amounted to some \$441 million, according to official data. If all the Delaware retail trade total were accounted for by Delaware residents, then only some 13% of Delaware disposable income would be available for services and savings, as compared with an average of 33% for the United States as a whole.

Out of Line

The retail trade reported by the Census appears greatly out of line throughout Delaware, but the mystery deepens when, for instance, the Census credits the rural county of Sussex with total sales of \$96.6 million, of which \$74.4 million is reported for the sparsely settled section outside of the 3 small cities, an area with a total population of less than 15,000 families. In effect, the average family in this area would appear to be spending nearly \$8,000 per year on retail sales, and as such would qualify as a remarkably rich market, if the Census figures were taken at face value.

The solution to the mystery, for those who have not already guessed, is that these Census totals reflect in large part the sales of cigarette mail-order houses. Such mail-order operations have expanded enormously since 1939 and will inflate the sales totals credited to certain areas in Delaware, Maryland and New Jersey, for instance, by amounts fantastically out of line with local purchasing power.

Such inconsistencies as exist in the Census data may escape detection because, as in the present instance, the Census cannot publish the detail necessary to evaluate its magnitude. Yet it is part of the function of the market research man who wants to use such data, particularly for problems of setting sales quotas, to make the necessary adjustments, no matter how crude, so that regional sales totals bear a somewhat reasonable relation to the local demand for retail commodities.



DALLAS . . . 20th in Population

THE DALLAS NEWS . . .

*5th in the Nation's Department Store Advertising lineage

Dallas downtown stores, with a volume of over \$80,000,000 in 1949, placed 52.76% of their advertising in The Dallas News. Reason: The Dallas News is the only paper completely covering the 72-county Dallas market . . . richest in all Texas. Over 40% of the \$80,000,000 came from outside Dallas County!

More people buy 
The Dallas News . . .
more people read 
The Dallas News
than any other Dallas paper

* Among Morning Papers; 1949 and early 1950, 6-Day Basis.

The Dallas Morning News

CRESMER & WOODWARD, INC., Representatives

New York, Chicago, Detroit, San Francisco, Los Angeles

* RADIO STATIONS WFAA AND WFAA-TV * TEXAS ALMANAC

Psychiatrist

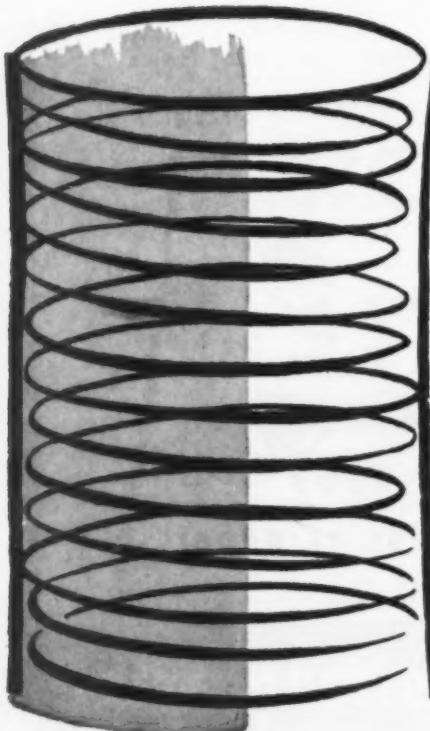
LAY THAT HAMMER DOWN!

When Cincinnatians react to just two Times-Star features by posting 44,560 pieces of mail in a single year, you don't have to test their reflexes.

Especially when you consider that each piece contained from eleven to twenty-six cents in cash. Reflexes like that are puhlenty good!

And so is the newspaper that can pull those results. Response like this proves that Times-Star readers have a wide-awake interest in our features, that they are quick to take advantage of opportunities which the Times-Star brings to their attention.

So if a neurotic sales curve has given your ad manager an inferiority complex, give him this suggestion—don't see your psychiatrist, see your nearest Times-Star representative.



... in cincinnati

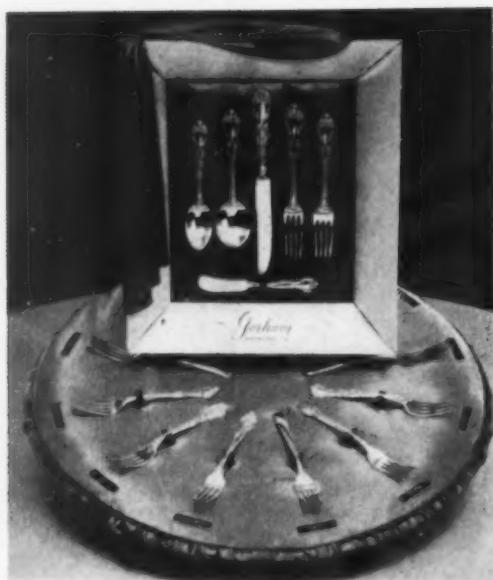
IT'S THE



THE TIMES-STAR

JUNE 1, 1950

107



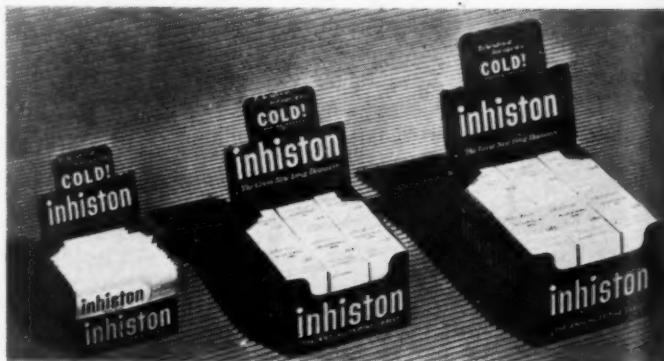
ANIMATED WINDOW UNIT presents silverware in a novel manner. The frame remains stationary while the disk base revolves on a turn-table. Magenta satin covers the base and the inside of the frame. Complete place set is shown in the frame and forks in the same pattern are arranged on the disk to simulate the spokes of a wheel. Created for the Gorham Co. by Gardner Displays.

Display Angles

PACKAGE COVER, when raised up, becomes a display card for the Vibro-Tool Kit made by the Handicraft Division, Burgess Battery Co. The cover can be removed easily and used as a separate point-of-sale piece. The unit, used for family of three kits, is color-keyed for quick identification. Master Craft Kit is in blue and yellow, the Leather Craft Kit is russet and yellow, and the Marking Kit is in silver-blue and yellow. The actual product may be lifted from its cardboard cradle and examined by the customer. Box fabricated by Container Corporation of America.



STRIKING SIMPLICITY is the keynote of the companion display pieces for Inhiston, the anti-histamine compound produced by Union Pharmaceutical Co. One is a counter dispenser for 100-tablet bottles, another for 26-tablet bottles and a third is for 12-tablet pocket folders. A basic sharp pink now is associated with the product packages and displays, with white as a background for the sales message, printed in black letters. All the dispensing boxes and the container units were made by the Wilkata Folding Box Co.



SHADOW BOX TREATMENT increases the eye appeal of the window display for Swift & Company's Vigoro. The lawn and flower border scene are lithographed in eight colors on transparent plastic. The 10-pound bag of Vigoro, gardening gloves, chrome trowel and garden flower pot on the "weathered oak" shelf are bona fide. They are props provided by dealers to lend a note of authenticity to the scene. Designed and produced by Einson-Freeman Co., Inc.

How they turn
STATISTICS into **SALES**
with *Sales Management's*
annual Survey of Buying Power issue

**Mr. Lowell Halligan, Vice President &
Sales Manager, Hamilton Watch Company, writes:**

"We picked up your SALES MANAGEMENT index (% of USA Potential) and compared it with our own Hamilton-tailored index. The difference between the two was microscopic . . . there isn't much use in undertaking the arduous task of building an exclusively Hamilton figure . . . We also use SM's buying power figures as a check against the number of wholesalers required and as a guide in the distribution of dealer helps and sales promotion efforts."



Sales Management 

THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.—Chicago—Santa Barbara

Why Bell Telephone Advertisises To Home and Office Builders

Installation of telephones after a building is complete involves extra muss and expense for the builder. Bell's free service on pre-selection of outlets builds goodwill.

We take for granted the modern miracle of a telephone for every office worker, or something approximating that, rarely giving a thought to the miles of wires behind the walls which make the miracle possible.

Telephone company engineers must give a great deal of thought to this, however, and to such complications as competing for space with lighting wires, radiant heating facilities, plumbing pipes, etc., and the possibility of encountering new types of building construction and impenetrable materials. Installation of telephones in homes is also less simple than it formerly was, with current demand for the convenience of *more* telephone facilities (including plug-ins) but with *less* visible or conspicuous wiring.

Assists and Advises

Making a virtue of necessity, operating companies of The Bell System have an Architects and Builders Service for the purpose of advising and assisting architects, builders and prospective homeowners in planning ahead for their telephone needs. Upon request, a consultant will provide literature, information and suggestions on such subjects as location and dimensions of conduits and outlets, a suitable telephone wire or cable entrance, and so on. The service is free. Moreover, some of the units of The Bell System advertise in builders' and architects' and home publications, to publicize the service. Their big problem is to induce interested parties to start planning for their telephone facilities early enough.

The program is not new. For many years operating companies have endeavored to induce builders to plan ahead for their telephone needs. Since the war the advent of the building boom has brought about expansion of the program.

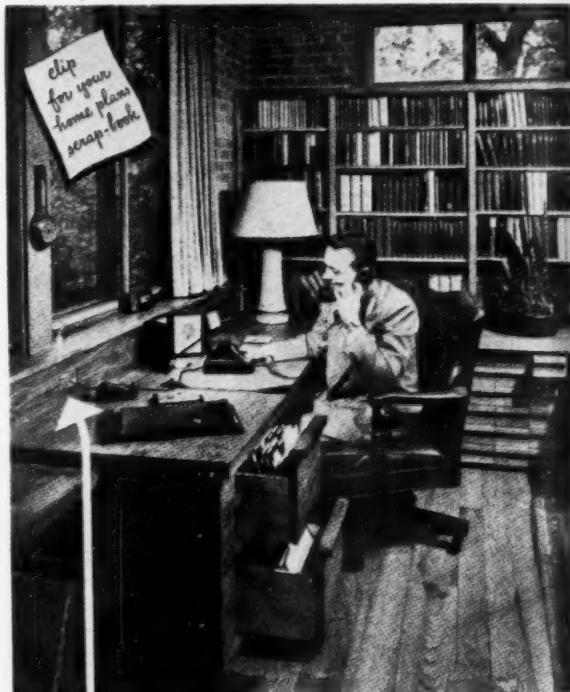
National and regional advertising is used to disseminate the "plan-

ahead" message. Displays at home shows and similar expositions are also being used for the same purpose.

A series of full-page advertisements appearing currently in architects' and builders' magazines has uniform treatment: a photographic illustration of a home recently constructed; a blueprint of the house with arrows

designating telephone outlets; copy explaining that by placing pipe or flexible tubing inside the walls *during construction*, leading to telephone outlets, the wiring need not be visible on walls and woodwork. Some sample headlines are: "Telephone Raceways Fit into the Scheme of Things" . . . "Getting Down to Details—Telephone Raceways Are Important" . . . "Telephone Raceways Become a New England Tradition."

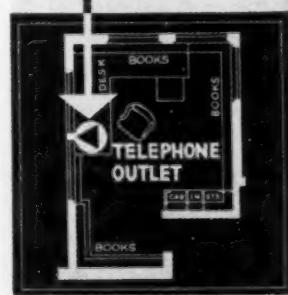
Copy in home magazines follows the same lines, but is slanted to the home-owner rather than to the architect. A half-page insertion which appeared in *The American Home* and



TIP FOR HOME BUILDERS:
Consumer advertisers, such as this one, suggest the potential home builder give as much pre-planning to telephone outlets as to light and gas extensions. Other advertisements on this theme are direct to architects and builders.

**TELEPHONE WIRES
SHOULD BE HEARD FROM**

...BUT NOT SEEN



SEATTLE...FIRST IN RETAIL SALES

(PER CAPITA)



Northgate -

SEATTLE'S NEW 18 MILLION DOLLAR SHOPPING CENTER

Aware of the importance of the Seattle market, alert businessmen are completing an 18 million dollar shopping center. Out of pasture land at Seattle's north city limits rose Northgate, the nation's newest shopping district.

Seattle is expanding. Why? Because of the 19 leading markets in the United States — including such cities as Los Angeles, San Francisco, Chicago, and New York — Seattle ranks first per capita* in retail sales, second in effective buying income.

In the BIG Seattle market of more than a half million people, advertisers know that success can be found through concentrated, frequent advertising in **The TIMES**.

*Source: Sales Management Magazine, Survey of Buying Power.



THE SEATTLE TIMES

reaches 8 out of 10 Seattle homes

Represented by O'MARA & ORMSBEE • New York • Detroit • Chicago • Los Angeles • San Francisco

Better Homes and Gardens shows a man seated in an armchair in his study, using the telephone. Beneath the illustration is a diagram of the room. Arrows designate telephone outlets in the diagram and in the photograph of the room, the latter being a good example of concealed wiring.

Wiring. Wall insulation, finished basements, windows and doors with little or no trim, the omission of baseboards —these are among the features of modern home building which make concealed wiring almost impossible today. "Built-In Telephone Facilities," a booklet issued by The Bell System, explains this, shows typical home telephone installations, and calls attention to the possibility of making one raceway serve two adjoining rooms with a double outlet. There's a section on portable telephones, and one on protectors, with suggestions for locating them and for eliminating exposed wires. (Sign of the times: A suggestion for eliminating exposed wires on the outside of a house contains the sentence: "*Not only will this improve appearances but it also guards against anyone tampering with telephone service.*" (Italics ours.))

As an instance of literature issued by an operating company, there is "Grandfather's House," an attractive booklet of the New Jersey Bell Telephone Co., which contrasts the modern trend toward concealed wiring with the era of water pipes, in full view, electric wires dangling from the ceiling and telephone wires wandering all over the house.

Plan Ahead

Home owners should provide for their telephone needs during construction, for the sake of convenience and appearance (and to obviate having to drill holes in walls at a later date). Reasons for planning ahead when building skyscrapers, hotels or any other large edifice are more numerous.

The owner should provide for the entrance of telephone cables; room and wall space for terminating frames and cabinets for these cables; space in the form of riser shafts, conduits or raceways for cables to the various floors; an underfloor duct, conduit or similar system for distributing cables to telephone equipment locations.

These and similar topics are dis-

cussed in the pamphlet, "Planning for Telephones in Large Buildings," which is generously illustrated with diagrams and technical-looking drawings.

To what extent do builders take advantage of the telephone companies' offer to help plan in advance for telephone facilities? Complete reports are not available. The telephone people do not normally check to discover whether or not their suggestions are followed. There's one instance, though, of 4,800 houses built in Maryland, in the \$6,000-\$10,000 cost range, whose three builders were interviewed and told of the advantages of advance planning—and who agreed to provide conduits for concealed wires in all houses.

Esso Standard Oil Co., which has a dealer modernization program under way, recommends advance planning for telephone installations in Esso service stations, particularly in island locations, to eliminate the use of long overhead wires.

The telephone company's Architects and Builders Service makes no charge for the assistance it renders, but the department undoubtedly pays for itself many times over in goodwill.

First . . . Third . . . Fourth . . . Fifth. That's the readership ranking of these four Pure Oil ads in The Toledo Blade and Times among 40 or so general ads in the same papers on the same days. People were interested in the story of Pure Oil men and women in "Our Way of Life at Work."

Would you like to know which was which among these ads in readership rating? If so, drop a line to Public Relations Dept., Toledo Blade and Times. We'll be glad to let you know!

Something New in Sales Promotion: A Free Orchid for the Lady

Based on an interview by Elsa Gidlow with
WAKE McLELLAN • President, E. W. McLellan Co.

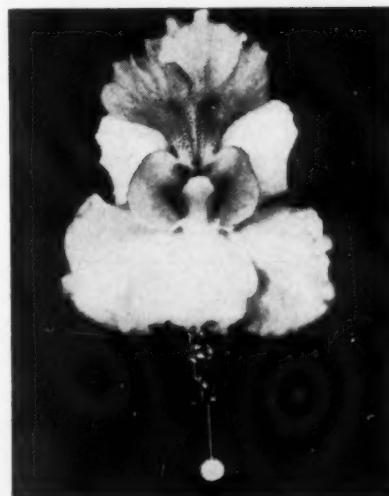
Some imaginative retailer in your own city has probably broken into the public prints recently with an "Orchid Day." It's a new wrinkle in flower merchandising. Object: a mass market for a class product. Direct mail plays a part.

E. W. McLellan Co., San Francisco, grower and wholesaler of flowers, has a campaign afoot to broaden the market for flowers.

One phase of the program—promotion of baby orchids from Hawaii as giveaways—got a good start in 1949, and before the end of the year McLellan was selling up to tens of thou-

sands a month. The blossoms were used to stimulate interest in a wide range of products, from appliances to gasoline, from fish to frozen foods, with department stores ranking the biggest single users and all parts of the country represented.

Retail florists and their local suppliers at first were not too interested



ORCHIDS FOR PROSPECTS: This is a baby orchid. It's a giveaway which helps perk up sales across the nation of gasoline, wines and plumbing supplies.

in Toledo

PURE OIL told the country's story in terms of its own people

Here was a major oil company that wanted somehow to increase understanding of the American system... by telling its own story!

So a series of ads was started in five cities where Pure Oil has refineries. One of these was Toledo.

Tailor-made for this community—as for the others—the ads showed "Our Way of Life at Work." They featured Toledo situations, Toledo names, and pictures of Toledo men and women.

Pure Oil Advertising Manager, F. H. Marling, says there's ample evidence that the campaign, produced by the Leo Burnett Company, was very well received. Employees were quick to report that their friends and families had read the ads. Other Toledoans said they liked what

Pure Oil was doing. A readership survey of The Blade and Times showed that four of the ads ranked first, third, fourth and fifth respectively among the 40 or so general ads that appeared with them the same day.

Freedom Foundations, Inc., cited the campaign as an intelligent use of advertising to promote public and employee relations... and more important, to demonstrate the benefits of the way we live in the U. S.

This was a fine thing for Pure Oil to do, making Toledoans better acquainted with their neighbors at the refinery. But then Toledo is a place where things happen right along. And that's why the Toledo newspapers are happy to be a part of such a city.

TOLEDO BLADE and TOLEDO TIMES

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

to collaborate in bringing an orchid out of the aura of rarity and high price and making of it a democratically circulating merchant's giveaway. However, as demand increased they saw the dollars-and-cents logic of selling a thousand or more at a time to a single buyer, at from 10 to 16 cents rather than mere dozens at old premium prices. They knew, too, that "appetite comes with eating"—that a woman wearing her first orchid (What if it did come from a processor of her favorite frozen food?) may not let it be her last but will acquire a taste for wearing a flower still sur-

rounded with the glamor of privilege.

"Only one woman in 20 has ever received an orchid," Wake McLellan, president of the company, estimated a year ago. This year, interestingly, the estimate is "one woman in 10." That still leaves a lot of women who would go out of their way to get one. Mr. McLellan thought of this when promotion managers of retail organizations asked for suggestions for give-away items in flowers. "The obstacle," says Mr. McLellan, "was we did not have a ready-to-wear item."

Such items would be called for in lots of thousands at a time. Retail

florists customarily receive flowers from a nursery and do the trimming, preparing, tailoring, packaging, etc., by hand. It is slow and expensive. They charge accordingly and do not ordinarily have the staff to "process" corsages by the thousand for an occasional order. Here was the bottleneck.

McLellan began to experiment with a number of ready-to-wear presentations and about a year and a half ago developed the baby orchid item for mass selling. The volume price is 12½ cents each, with slight seasonal variations. Preparation was an assembly line job, most of which was done in Hawaii where orchids grow. Thus a flower which retailers buy from wholesalers at from 16 to 20 cents and, after tailoring, sell for upward of 50 cents, could be offered as an attractive promotional piece.

Early last year McLellan officials told the story to promotion managers in a wide range of retail businesses. They suggested the flower for anniversary and other special-occasion sales, store openings, merchandise tie-ins. They chose direct mail to do the job, and are still using it, employing a broadside with a covering letter for the initial approach. About 60 days later a follow-up was sent out. Every other month thereafter live prospects received a communication.

Stimulate New Business

Mr. McLellan points out, "It always has been our policy to stimulate new business for the retail florist. When this orchid giveaway program began to develop, we saw it as a logical field for him. We believed he could do a better job in his area than we could selling direct."

In September McLellan addressed letters to florists throughout the country, telling them how enthusiastically businessmen were responding to the orchid giveaway idea and asking them if they would like to participate. The letter included this paragraph: "This program will be of interest only to the progressive florist who sees that the promotional use of flowers does not compete with his business but actually helps it."

About 10% responded by asking for more information; about 5% became actively interested.

Retailers were supplied with selling ideas for their salesmen to use in contacting prospects, and literature to instruct and aid them in preparing the approach. Ideas included promotions for a wide range of retail merchants, for manufacturing and industrial companies, hotels and restaurants, conventions, and "Ladies' Day" in connection with athletic contests.

This is the WBNS Market

GENERAL MERCHANDISE SALES ARE \$105,457,000

RUGS SOLD AT THE TUNE OF \$23,205,000

FURNITURE SALES ARE \$46,599,000

BUYING INCOME IS \$1,387,469,000

WBNS
PLUS WELD-FM

POWER 5000 D 1000 N CBS COLUMBUS, OHIO

Yes, there is an abundance of buying power here in central Ohio. It is a rich market that is thoroughly covered by WBNS plus WELD-FM. 187,980 families in the area are loyal WBNS listeners. They act upon the buying advice they hear over this station . . . and it's the kind of action that makes sales for WBNS advertisers.

ASK JOHN BLAIR

Retailers were shown how promotions would help them to open new accounts, service old accounts, create a more flower-conscious public, provide publicity for themselves and, by capitalizing on the idea themselves, "keep those firms that were foreign to the flower business from entering it."

Volume Counts Here

The small markup, it was admitted, was nothing like what the florist had been used to, but "a small markup and large volume sales with little or no additional work, puts markup money in the cash register—money which would not otherwise be there." When retailers rendered additional service on an order (storing quantities in their refrigerators for delivery two or three times a day, helping to set up promotional displays, or co-operating in a testing program) they were entitled to additional markup of from 1 to 2 cents. McLellan reassured florists: "During times when promotional flowers are scarce and the demand is high within the industry, promotions with flowers will not be undertaken." Such periods may be the Christmas holidays, Easter, etc. However, "the promotional field does give extra business at a time when it is needed and thus does much to level peaks and dips which go with the floral industry."

By November of last year this one time luxury item with a limited, carriage-trade sale had reached a volume of six figures each month. From November through the following March the baby orchid is in scarce supply. During that period they were available to merchants and others for promotions, but at 16 cents each.

McLellan received so many leads that account-keeping became complicated and duplications occurred through different florists in an area sending in the same lead. McLellan revised its policy and doubled the commission to the florist who sent in a promotion order.

McLellan has found that the price must be kept low for this type of item. It was believed that a price above 12½ cents would meet with resistance. However, not long ago the company began to offer the baby orchid in a tiny orchid-colored plastic lapel vase at 16 cents each. Officials were pleasantly surprised to find that they sold as many of them as they did the simple, foil-wrapped stem unit at 12½ cents. McLellan estimates that department stores account for more than a quarter of all the promotional volume in baby orchids. One department store, McCreery's, New

York City, likes the idea so well that it has established an "orchid day" once a month.

After department store promotions, the biggest use of baby orchids is made by merchants and businesses celebrating something or holding special events sales. This goes for food, drugs, automobiles, clothing, perfume, appliances, or anything else.

Of all orchids sold for promotions, florists so far are handling about 28%—"and it's picking up gradually,"

Wake McLellan reports. Energetically continuing its own direct promotion of orchid promotions, the company is using all the persuasion it can to get florists to take over entirely.

As for the company, it counts its profits per bloom in bills—but it's volume that pays in these democratic days, in flowers as in nearly everything else, company executives maintain. They are currently working on other ideas to get florists to see it that way.



Skilled Creative and Producing Staff



Complete Facilities and Modern Equipment



Experience

ATLAS—a producer of motion pictures, slidefilms and TV commercials—has served all types of industry for more than 35 years. Our many repeat orders reflect client satisfaction with the quality of our productions and also prove that films help sell their products. Write or call us today about your specific objective.

ATLAS FILM CORPORATION

MOTION PICTURES

SLIDEFILMS

TV COMMERCIALS

1111 South Boulevard

Oak Park, Illinois

Chicago: AUSTIN 7-8620

RCA SOUND RECORDING SYSTEM

INCREASE SALESMEN'S PRODUCTIVITY

By adjusting sales effort
to shifting potentials

Proven forecasting methods can now keep your sales quotas and territories abreast of changing sales potentials. The Econometric Institute can provide—and interpret in terms of *your* specific operation—accurate predictions on:

**The trend of
national income.**

**Variations in
income after taxes.**

**Discretionary
purchasing power
after subsistence
costs are met.**

**What share of
purchasing power
your industry
will get.**

**How much of your
industry's share
you should get.**

**What percentage
of your total
should come from
each market
or territory.**

Our national and local forecasts can be applied to your own sales records in apportioning selling effort for maximum results. The cost? Extremely small:

**Retail Trade Forecasts
(monthly) . . . \$250 a year**

**Economic Measures
(weekly letter) . . . \$500 a year**

**Quarterly
consultations . . . \$700 a year**

**Quarterly forecasts
of your sales . . . \$300 a year
per division**

**The
ECONOMETRIC
INSTITUTE**

817 Fifth Ave.
New York 21, N. Y.
TR 9-5100

**"Forecasting Business
is Our Business"**

Auto Expenses Down? General Foods' Off 5%

In the face of higher operating costs, stemming from more expensive gasoline, insurance hikes, hidden taxes, it's still possible to trim fleet expenses. Planning does it.

Has the cost of operating fleets of salesmen's autos begun to decline? At General Foods the answer turned out to be "yes" in 1949.

The cost per mile to General Foods last year was 5.43c per mile. In 1948 the average was 5.73c. This was a drop of 5%, the first decline in auto costs since the war. GF's cost per mile in 1940 was 3.49c.

The General Foods Sales Division, General Foods Corp., New York, finds the answer to the slightly lower 1949 costs in these six points:

1. Replacement of high mileage vehicles and expansion of the fleet.
2. A safety campaign.
3. Replacement equipment more readily available.

4. Improved quality of tires and tubes.

5. Instructional bulletins to field force.

6. Elimination of surplus vehicles.

GF's Sales Division's cost per mile of 5.43c in 1949 was based on operation of an average of 1,385 vehicles. The 1948 cost of 5.73c was based on operation of 1,180 vehicles. GF currently is operating 1,550 vehicles in the lower price bracket.

On each item of expense, except gasoline, General Foods found its 1949 costs lower than in 1948. According to the American Petroleum Institute, the average price of regular gasoline rose 3.5% in 1949 over 1948.

Salemen's Auto Expenses on General Foods Fleet

	1947	1948	1949
Average number cars in operation	1,064	1,180	1,385
Mileage	16,403,163	19,119,735	25,389,667
Gasoline	\$254,613. (.0155)	\$339,075. (.0176)	\$449,567. (.0177)
Lubrication	\$ 35,261. (.0021)	\$ 46,713. (.0025)	\$ 58,884. (.0023)
Storage	\$ 87,091. (.0053)	\$106,553. (.0057)	\$131,509. (.0052)
Repairs:			
Mechanical	\$ 38,795. (.0024)	\$ 61,344. (.0032)	\$ 55,603. (.0022)
Body	\$ 17,965. (.0011)	\$ 23,118. (.0012)	\$ 17,378. (.0007)
Miscellaneous (washing, etc.)	\$ 60,058. (.0037)	\$ 77,060. (.0041)	\$ 99,271. (.0039)
Tires and tubes	\$ 23,929. (.0015)	\$ 45,415. (.0024)	\$ 46,133. (.0018)
Insurance and depreciation	\$321,443. (.0196)	\$396,801. (.0206)	\$520,431. (.0205)
Total operating costs	\$839,155.	\$1,096,078.	\$1,378,775.
Cost per mile	(.0512)	(.0573)	(.0543)

**A Spade's a Spade,
Dealers Insist.
The Only Measure
Is Dollar Returns.**

How do you measure a magazine's national influence, as a come-on for ready-to-buy consumers? Retailers have the answer. They can't afford to gamble local tie-in advertising dollars on a mere guess. They have to be realistic about readership claims, with a strict *results* point-of-view.

House Beautiful has proven pulling power. Nation-wide research on department store selling floors has confirmed the fact that more home furnishings customers are influenced in their purchasing by House Beautiful than by any other magazine, per copy published.

It's no wonder that you see *more* dealer advertising hitched to House Beautiful's star performance . . . that *more* persons in the retail trades are *themselves* regular paid subscribers!

**House Beautiful 1950 "Tie-In"
Lead Gaining Momentum**

Again in 1950, according to statistical information recently obtained from The Advertising Checking Bureau, enthusiastic retailers are turning to House Beautiful as the most effective publication for stimulating local demand for the nationally advertised products they are promoting. Figures for the 1st quarter of 1950 show House Beautiful already well ahead of the other home magazines in exclusive and total dealer tie-in newspaper advertisements. Total *exclusive* retail advertisements for this period referring to House Beautiful and House Beautiful's national crusade for home improvement: "BETTER your home . . . better your LIVING", amounted to 431, consisting of 187,348 lines and a combined circulation of 36,559,300. Total *exclusive* House & Garden mentions amounted to 355 advertisements of 124,011 lines and a circulation of 27,960,900. Better Homes and Gardens had 241 *exclusive* advertisements, totaling 67,985 lines and a 19,683,100 circulation. 57 advertisements mentioned American Home *exclusively*, consisting of 24,451 lines and a total circulation of 3,784,600.

Total newspaper lineage, including tie-in mentions shared with other publications, tells the same story: House Beautiful, 295,537; House & Garden, 210,091; Better Homes and Gardens, 179,247; American Home, 18,246.

The audience reached by the total mentions amounted to: House Beautiful, 67,546,900; House & Garden, 55,285,800; Better Homes and Gardens, 48,835,100; American Home, 13,837,100.

**Here's the deal,
without any jokers . . .**

... about exclusive retail advertising tie-ins with home service magazines



*No matter how it's shuffled . . .
More than any other magazine . . .*

House Beautiful

sells both sides of the counter!

for detailed
state-county-city data use

SRDS Consumer Markets

The "Consumer Markets" Section of STANDARD RATE & DATA SERVICE reports comprehensive market data from the most reliable sources for every state, every county, and every city of 5,000 and over.

The Product Advertising Manager of one of the largest food companies says, "I am deriving invaluable assistance from SRDS 'Consumer Markets.' Its wealth of detailed material and its careful organization have a universal application to food products marketing problems."

In addition, media Service-Ads like WGAY's shown here provide valuable supplementary information.

Media and market men, account executives, advertising and sales managers everywhere are finding SRDS "Consumer Markets" a useful business tool.

WGAY SELLS THE
Washington Metropolitan Area
AT LOW COST!



1988-1990: a 10000-item survey of the Chinese article

WGAY SILVER SPRING, MARYLAND
J. W. KRIEDE, President
A. L. BIECHNER, General Manager

Consumer Markets

A Section of Standard Rate & Data Service
Walter E. Botthof, Publisher
333 North Michigan Avenue, Chicago 1, Ill.
New York • Los Angeles

Your advertising dollar in the Courier-

Express buys *greater impact*
on the families with *more*
money to spend. That is
why it is *the* potent selling
power to the 1,400,000
people in Buffalo and the
great 8-county Western
New York market.

It Gets Results
BECAUSE
It Gets Read Thoroughly

Salesmen have considerable discretion in looking after their General Foods-owned cars. They can choose their brands of gasoline, oil and lubrication, though they are limited to regular grades. Oil changes are authorized at intervals ranging from 2,500 and 3,500 miles.

Tire and tube replacements are made as needed by salesmen purchasing through local dealers with the use of a "courtesy card" issued by a nationally known tire concern.

The "miscellaneous" expense item includes the cost of car washings, replacement of headlight bulbs and other items not specifically itemized.

The cost of license plates is not included, being charged to a tax account, and in any event hardly a significant factor.

In both 1948 and 1949 the rate of depreciation was set by the Bureau of Internal Revenue at 25% per year for the General Foods fleet. It has been the practice at General Foods to replace cars after two years or after 40,000 miles, whichever occurs first.



Touring Overalls

"Showmanship is salesmanship," says A. C. Reynolds, vice-president in charge of marketing for The H. D. Lee Co., Kansas City, Mo. "That's why we built the world's largest made-to-scale overalls as our part in selling the A. F. of L. Union Industries show held in Philadelphia from May 6 through May 13." The giant garment was constructed by members of the United Garment Workers of America, A. F. of L., employed in the Kansas City plant of the H. D. Lee Co.

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Tested Training Techniques. By Kenneth B. Haas and Claude H. Ewing. Published by Prentice-Hall, Inc. Price, \$2.00.

The authors of this book make this point: "Too many individuals who purport to train others deliberately try to talk over the learner's head—they hide behind intangibles." The authors avoid that mistake; their book is in direct, readable and simple style. It describes the training process from the instructor's first preparation to the final turning out of the skilled learner. Messrs. Haas and Ewing have tried to encompass in their small book the latest training methods and aids.

Sales Engineering. By Bernard Lester. Published by John Wiley & Sons, Inc., 440 Fourth Ave., New York 16, N. Y. Price, \$3.00.

This is the second edition of Mr. Lester's book, revised and brought up-to-date. Author Lester uses case histories to illustrate the methods of sales engineering. He covers the actual sales methods as well as the sales engineer himself—his product, his market and his training. The book is written for technically-trained men who sell, design or produce technical products or services. He carefully differentiates between selling principles applicable to consumer products and engineering products, while pointing out that certain selling principles are basic to both.

How to Use Psychology for Better Advertising. By Melvin S. Hattwick. Published by Prentice-Hall, Inc. Price, \$7.65.

You can't sell unless you understand the consumer. The better you understand him and his needs, the better you'll sell, believes Mr. Hattwick. His book, a workmanlike study of practical psychology as applied to advertising, seeks to help the layman to better understand the working principles of psychology. The author is, himself, a veteran advertising man as well as a recognized psychologist. His book sets forth the results of original research, combined with published psychological data.

Opportunities in Advertising. By Ruth Hooper Larison. Published by Vocational Guidance Manuals, 45 W. 45th St., New York 19, N. Y. Price, \$1.00.

Here's a detailed occupational analysis of the advertising field, giving pointers on how to get started in the field, and stressing the educational preparations necessary for landing the job you want. Also discussed: the creative aspects necessary to insure success in advertising. The back of the booklet contains sample job-getting letters and resumes.



Report No. 4* of our Continuing Consumer Panel of Brand Preferences in Houston



*Call a
Branham Man
Today!*

This important new Report, covering the period of October 1, 1949, to March 31, 1950, also shows complete tabulations for Reports No. 1, No. 2, and No. 3, covering period from April 1, 1948, to September 30, 1949. Thus you can see trends as well as the current count on brand preferences covering 30 commodities included in these classifications:

- ★ Foods
- ★ Household Cleaners
- ★ Radios
- ★ Refrigeration

If you are interested in selling the great Houston market, we invite you to obtain your copy of Report No. 4 from any Branham Company office, or from our National Advertising Department.

*From A Recent Study By ALFRED POLITZ RESEARCH, Inc.

The Houston Chronicle LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 37 CONSECUTIVE YEARS



HOW IT LOOKS TO THE PROSPECT: During the presentation, does the salesman nervously tug at his ear, tap a pencil on the desk, or unconsciously carry on some other mannerism irritating to the prospect? Movies of Rutgers University practice sales interviews reveal various characteristics which can be studied and corrected.

The Recorder and the Movie Are Modern Sales Training "Mirrors"

Rutgers University sales students pair off as salesman and prospect while they rehearse their presentations and closes in front of wire recorder microphone and movie camera.

Rutgers University has added something new in its Salesmanship courses: wire recordings and movies of actual case demonstrations to show students what makes a salesman tick . . . or fail to tick.

In cooperation with the Sales Executive Club of Northern New Jersey, Rutgers Extension Division, Newark, N. J., introduced last fall a program which provides for a thorough study of salesmanship and personality which will help the "average salesman" meet the challenge of the present "salesman's" market.

In planning the study program, officials of the University decided to throw out all old-fashioned methods of teaching the art of selling. Before proceeding they put their problem before the SEC of NNJ and asked for recommendations. Said they: "There should be sufficient practical participation by students for a subject that is 100% practical in application."

Peter W. Bove, service staff supervisor, New Jersey Bell Telephone Co., was the man recommended to prepare an outline of such a series of courses. The subjects included in

it are Salesmanship and Personality, Sales Management, Speech for Salesmen, Planning the Sales Campaign, Psychology Applied to Selling, together with courses dealing with advertising, credits and collections, finance, and marketing fundamentals. Mr. Bove himself is the instructor in the first two subjects.

Sitting in with a class of students studying Salesmanship and Personality almost any Monday evening of 32 weeks of the year provides the answer to the secret of the success of the Rutgers program of study.

A Varied Collection

Students — 200 of them — come from all fields of selling. There are sales managers, retail salesmen, wholesale salesmen, industrial salesmen. There is a credit manager from one of Newark's leading banks. There are even a few buyers who are taking the course to find out how salesmen think, and a son of a sales training director of a New Jersey manufacturing firm.

There is a businesslike air about the classes. Students know that they

will learn something new each night and that each new idea means dollars and cents to them.

For about five minutes after the class assembles, various students are called upon to relate how they applied the ideas they picked up during the previous week's session. Many of them say they have doubled their sales since beginning the course.

Each session lasts two hours. The first hour is devoted to discussions of selling principles and the second to actual case demonstrations. A student acts as a salesman and conducts before the class an interview with another student, the "prospect." After the student salesman has put on a successful demonstration of an interview he becomes the "prospect." Thus each student experiences what a prospect thinks about when a salesman is talking with him.

What really has brought this type of instruction to front ranks, though, is the use of a wire recorder and movies.

Each conversation between the student salesman and the student prospect is recorded. When the interview is completed the recording is played back and the student salesman is given the first opportunity to pick out the flaws in his own presentation. Following his analysis, other students in the class criticize or comment. "Use of the wire recorder," say Mr. Bove, "has made analysis and criti-



SHOWMANSHIP

Sells!

Everybody talks about the weather . . . and Donnie Dingbat, the weatherbird! Donnie's daily antics are popular with readers of THE PITTSBURGH PRESS, so it seemed natural that he represent THE PRESS at the 1949 Allegheny County Fair.

Thousands in attendance at the fair stopped, looked and enjoyed listening to the engaging animated figure. When THE PRESS offered his services to civic groups and schools response was immediate and overwhelming . . . high praise to the creative talent of Gardner craftsmen.

Write for your Free copy of "Here's the Needle in Your Haystack" and learn about our versatile low-cost rental exhibit.



PITTSBURGH
477 Melwood St., Pittsburgh 13, Pa., M^AYflower 1-9443
NEW YORK
516 Fifth Ave., New York 18, N. Y., V^Anderbilt 6-2621
CHICAGO
1937 W. Hastings St., Chicago 8, Ill., T^Aylor 9-6600
DETROIT
810 Book Tower Bldg., Detroit 26, Mich., W^Oodward 2-3557

cism much simpler. The student does not resent suggestions because he recognizes that the suggestions are based on real errors." Good humor permeates the classroom. Students laugh and joke about each other, for they know that if they correct their faults they will increase their sales.

Movies are used to reveal habits which detract from closing a sale. Students see themselves as others see them. Improper handling of visual aids or presentations is dramatically brought out. Wrong postures, dis-

heveled appearance, unbecoming facial expressions and their effect on the development of a sale are all closely studied. "No better method exists," claims Mr. Bove, "to demonstrate how a salesman should approach and observe the prospect, how he should use visual aids, and how he should behave before a prospect."

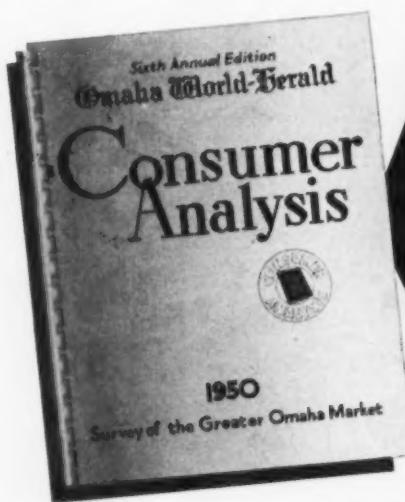
Tuition for each course taken is \$28. It's a non-credit program of study, but upon successful completion Rutgers awards a Certificate of Salesmanship. The Sales Executive

Club of Northern New Jersey awards \$100 in prizes to the students who do the best work in each section of the Salesmanship and Personality course.

"Taking everything into consideration," say Rutgers officials, "this program of study represents a forward step in the selling world. At the end of each course each student should feel that he has acquired a knowledge which is directly measurable in sales volume and he should feel the satisfaction that comes from knowing he has learned techniques which raise salesmanship up to the rank of a profession.

How Does YOUR Product Sell in OMAHA?

Now Available—6th Annual Edition Reveals Buying Habits—Brand Preferences of 95,500 Greater Omaha Families



It's available now. The new 1950 Consumer Analysis shows *what* customers buy and *where* they buy. Includes trends and changes in purchasing habits and retail distribution of a wide range of commodities. Get your copy today. Please send request on your business letterhead to our national advertising department.



One Newspaper Delivers This \$2,100,000,000 Market!

99% Daily Coverage Metropolitan Area

76% Daily Coverage Retail Trading Area

52% Daily Coverage Entire Nebraska and Western Iowa Market

The Omaha World-Herald reaches and influences more than 244,000 families.



Omaha
WORLD-HERALD

National Representatives: O'Mara and Ormsbee, Inc.
New York, Chicago, Detroit, Los Angeles, San Francisco

Total Net Paid Circulation Average, April, 1950—Daily, 244,744—Sunday, 252,410

Looking For a Genie?



A miracle from the "Arabian Nights" is enchanting visitors to the modern plant of the Aladdin Industries, Inc., Nashville, Tenn.

An exotic, Arabian, wrought iron lamp catches the eyes of everyone entering the showroom of the just-completed plant. Almost without exception, each visitor (remembering the schooldays' story) walks up to the lamp, rubs it, and lo and behold! . . . Every table and floor lamp in the showroom instantly lights up, filling the room with brilliance. Starred visitors can hardly believe their eyes. Another touch, and all the lights go out.

The lamp showroom at Nashville is maintained to show visitors the products manufactured by the Lamp Division at Alexandria, Ind. The Nashville plant manufactures all products in the company's Vacuum Bottle Division.

the cover wears out before its welcome does



America's **1st** Point of Sale →

A Screened Market
of more than 3,400,000
Better Homes



HERE it is less than a month old, and this magazine shows the wear of many intent readings. Pages are turned down to mark certain articles and ads. It is dog-eared from being handed around among the family, missing many a coupon and tempting recipe.

For Better Homes & Gardens is not looked through just once, for amusement or for general information. It is welcomed in the home as a warmly trusted counselor of the family—a valued guide in its day-to-day buying.

BH&G adds a special dimension, its own depth of reader interest, to your advertising message. It brings your message to people when they are actually thinking about those million-odd needs and desires that concern their homes, their families—the big, vital interests of their lives!

Consider the power your advertising gains in a magazine that talks to folks when they're most "at home" to new ideas, better ways of doing things, smart suggestions for making good use of their money.

Remember too that these are better-than-average homes—nearly 3½-million top families of this country! Is it any wonder Better Homes & Gardens stands as "America's First Point of Sale"?

AMERICAN INSTITUTION—A series of double-spreads in *Collier's*, on Chevrolet as "an ever-present part of our America," is one of ten different themes that vary and "tailor" its messages to the audiences of 23 general and class magazines. Wide lists of farm and business papers also are scheduled. Among the dealer media are 6,700 newspapers, dailies, weeklies, et al.

Chevrolet

(Continued from page 39)

Chevrolet sales are conducted through eight regions and 37 zones—with manager and assistant manager, merchandising and parts warehouse managers, for each. Not listed on the chart are 275 district managers and 250 service managers.

All of which brings supervision down pretty close to Chevrolet's 7,670 dealers. Of these about 1,100 are "associate" dealers, who operate under a "direct dealer." The 6,500 direct dealers average out to about 24 for each district manager. (Plymouth is sold by 10,500 Chrysler, Dodge and DeSoto dealers. Ford cars have 6,922.)

Heavy Burdens

The immensity of Chevrolet's operations imposes bigger responsibilities on its regional managers than face the presidents of most "large" businesses. This is true of 12 national departmental managers: W. G. Power, advertising; C. A. Kleist, budgets; V. R. Cramer, business development; J. M. Hendrie, distribution; E. P. Feely, fleet sales; G. A. Greig, market analysis and research; L. N. Mays, sales promotion; E. L. Harrig, service and mechanical; J. T. White, shows, exhibits and conventions; J. W. Burke, trucks; W. R. Peel, used cars.

In 24 of the largest cities a city manager operates under the zone manager. In each zone specialists help dealers on business management, promotion, service, parts and accessories, trucks, and car and truck distribution.

Six per cent of all dealers are located in some 250 cities—which represent, Fish said, "30% of our national market."

Chevrolet has engaged in a "quality dealer" program since 1933. The number of dealers then was 10,800. By 1941 it had been cut to 8,100. Eighty-four per cent of Chevrolet dealers survived the war (as against 60% for Ford). The average dealer has now been with Chevrolet more than 15 years.

"Our dealer franchise is a yearly,

personal franchise," Fish explained. "It covers cars, trucks, service, parts and accessories. We help in all possible ways, but the individual dealer must hold up his end."

Always, some dealer turnover goes on. Every year some die or retire. A few fail to make the grade. Markets dwindle.

But Chevrolet picks them on an area basis intended to provide a livelihood in both good and bad years. A dealer's opportunities are gauged on a study of 10-year motor car sales in his market. The prewar ratio was one new to each 2½ used cars.

A new dealer's minimum capital requirement is based upon his anticipated volume. But GM's Motors Holding division will lend him up to 75% of it.

Chevrolet's dealer discount on new cars is 24%.

Combined worth of all Chevrolet dealers today is more than \$1 billion.

Ever since 1945, when unfilled orders reached astronomical figures, Chevrolet has been working steadily for the "salesman's market." It has emphasized the need for "adequate salesmen, better salesmanship, and effective sales supervision."

In addition to rebuilding its own sales and service organization of 800 men, it is helping to prepare dealers for stronger selling. When SM saw them, Keating and Fish had just returned from a tour of dealer meetings in 18 cities, to discuss current business conditions.

Early in 1946, they asked dealers: How many salesmen will you need? When (pointing out that Chevvy must compete with all industry for good men)? How long will it take to train them? When can they start to sell?



In January, 1949, the dealers still had only 6,000 salesmen—or an average of less than one per dealer. Chevrolet gave them 15 months to find and train an average of three each; provided them with a sales training kit, and other helps.

By December, 1949, the combined dealer sales force had grown to 19,000. By March 31, 1950, it reached 21,000.

This is the present limit. As with dealers, Chevvy would rather have fewer retail salesmen—earning more. Against a prewar average of \$285 a month, many of them are now making \$700 to \$800.

"We haven't rung many doorbells yet," Mr. Fish explained. "But we're ready for it."

The dealers, their sales managers and service people also are being put through intensive schooling. Some 3,500 retail s.m.'s—mostly new men—have been graduated.

Father to Son

Because the franchise is a personal agreement, Chevrolet also has been preparing sons and other younger male relatives of dealers on what might be called "how to take over effectively." More than 1,000 of these "sons" already have been graduated from the Chevvy school. The faculty of this "Post-Graduate School of Modern Merchandising and Management" numbers 90—about 70 from Chevrolet, including Fish, Sarvis and Crawford, and 20 others from GM and Campbell-Ewald, and representative dealers.

The 42 attendees at the 26th session, March 13-April 21, came from such widespread points as Miami, Fla., Dorchester, Mass., Weed,

YOUR BEST BUY TO
SELL WOMEN
 IN OREGON!



**THE OREGONIAN proves to women
 new biscuit mix is box of tricks...
 SAFEWAY WAREHOUSE EMPTIED...
 FULL CARLOAD REORDERED**

The Oregonian has a way with women...has a way of getting them to read, believe...and rush right out to buy! Nancy Morris, The Oregonian food editor, baked some turnovers, a coffee cake and some sweet rolls...all from a new *biscuit mix*! "Call or write, if you're interested in learning where to buy this package mix," she suggested in her story in Oregonian Hostess House section. Interested? *Interested!* 542 women inquired right away! And to meet the kitchen needs of these and thousands more Hostess House women, Safeway rushed its complete warehouse stock of Fleet Mix to market centers. Then, to keep pace with its Oregonian Hostess House advertising, Safeway ordered a full carload of the wonder mix. If women are your customers...reach them first and faster with The Oregonian...first in influencing women, first in circulation and advertising results!

**BUY-WORD
 OF OREGON
 WOMEN**

the Oregonian
 PORTLAND, OREGON
 100th year *The Great Newspaper of the West*

REPRESENTED NATIONALLY BY
 MOLONEY, REGAN & SCHMITT, INC.

Calif., and from Canada, Panama and South Africa.

The curriculum covers business management; market analysis; sales promotion; advertising; customer and employe relations; how to hold meetings; fleet sales; trucks; car distribution; service and mechanical; parts and accessories, and separate sessions on the Chevrolet franchise, product, and quality dealer program.

About half of Chevrolet's own sales and service group are postwar newcomers. "Starting early in 1946, with the experienced members as a nucleus," Fish pointed out, "we put them to reading manuals for six weeks, then to school in Detroit for three weeks, before sending them out to work under our district managers.

"All of these educational programs are going on all the time. They're a drain on all of our executives. But I don't know of anything Chevrolet does that is more worth while."

In advertising and sales promotion Chevrolet also has set out to meet competitors and to develop markets in a great big way.

This year, more money will be spent to promote the name Chevrolet than any other brand in the world. Tom Keating has figured that the entire advertising program would

cost around \$51 million. Of this \$24 million would be paid by the "factory" for national advertising and promotion and for its part in the dealer campaigns. From \$27 to \$30 million would be spent by the dealers individually in their own home towns.

For national advertising alone, Chevrolet may spend \$12 million.

About \$18 million of Chevrolet and dealer advertising is "commissionable" through Campbell-Ewald—which also handles separate campaigns in 15 of the 21 metropolitan areas where dealer groups are now conducting intensive advertising.

Chevrolet spends millions on advertising production or mechanical costs, and millions more dollars for sales promotion.

A Tidy Sum

Instead of \$51 or \$54 million spent by both Chevrolet and its dealers individually the entire 1950 effort for the Chevrolet name—including its promotion with the other cars in GM's institutional spreads in magazines and the GM Henry J. Taylor radio network series; by Fisher Body in magazines, and otherwise—may approach \$60 million.

Bill Fish is chairman of the advertising committee.

In each of the last four years, advertising expenditures by Chevrolet and its dealers have expanded, and so has the degree of "sell" in the copy. But the copy is still relatively restrained. Really competitive advertising will be resumed, Advertising Manager Power said, "whenever Chevrolet, Ford and Plymouth all have stocks to sell."

The central office pays not only for continuing national campaigns in magazines, farm papers and business papers but for "any advertising from which dealers across the country may benefit." This includes occasional "policy" newspaper ads . . . and Chevvy's big electric spectacular in Times Square, New York.

Just as the dealer advertising is tailor-made to each zone and area, national advertising is aimed at specific audiences. Among 23 magazines now scheduled, 10 copy appeals are used.

In *Holiday*, for instance, Chevvy talks travel; in *Town & Country*, "class." In two women's books, *Good Housekeeping* and *Household*, and in *Better Homes & Gardens*, readers learn of style and convenience. Featured in newspaper magazines and general weeklies are "First and finest—at lowest cost" and "America's best seller—America's best buy."

An experimental series in *Look*, on "Need a big car?" cites Chevrolet's "big car" attributes. New double-spreads in *Collier's* describe "Chevrolet as part of America."

Trucks and passenger cars are being promoted in a dozen national and sectional and 40 state farm papers. A truck list embraces 78 "vocational" business papers, from jewelers to building material dealers, with specially prepared copy for each. Chevvy also schedules a dozen automotive papers.

Half Again As Many

The annual number of insertions in all these periodical groups today is 50% greater than in 1941.

But the biggest part of over-all expenditures goes into 6,700 newspapers—including 1,500 to 1,800 dailies and about 5,000 weeklies, semi-weeklies and tri-weeklies. Four different lineage schedules are proportioned to circulation.

One recently resumed medium is outdoor "clock bulletins." Some 100 of them have been signed on three-year contracts.

After a modest television debut, three years ago, Chevrolet and its



"Here's your number; Mr. Wilson will see you when he can!"



Albert Gusler, Pee Jay's market reviewer... a former professor of Animal Husbandry at Ohio State... holds a B. S. and M. S. degree... consultant for the U. S. D. A. Bureau of Markets.

Miss Leonore Dunnigan, Pee Jay's Homemaking Editor. A graduate of Iowa State College, she has written for many leading women's magazines... women readers look to her for latest developments in rural home improvement, new furnishings, household appliances and cooking.

Chief Editor Ralston R. Hannas heads the distinguished staff of Pee Jay's fellow "professors." A graduate of Rutgers, with 10 years' research experience at New Jersey Agricultural College... 30 years in the Poultry Industry... one of the most respected authorities in the U.S.

Leslie M. Klevay... one of Pee Jay's noted authors. He writes highly informative localized news articles on poultry activities... a University of Wisconsin alumnus with years of hatchery and large and small scale poultry farm experience.

Dr. Cliff D. Carpenter... Pee Jay's expert on marketing... over 30 years in the Poultry Industry, an alumnus of Cornell... President of the Institute of American Poultry Industry.

PeeJay's All-Star Cast! GREATEST POULTRY SHOW ON EARTH



The American Poultry Journal presents with pride its authoritative editorial staff... every one a standout performer!

Through years of experience, study and actual work in the various poultry fields, each member of the American Poultry Journal staff has established himself as a national authority in his chosen specialty. Now in its 76th year of service to over 500,000 readers, the American Poultry Journal carries on its tradition of service backed by an all-star staff that will continue the same educational and informative policy that has gained for the American Poultry Journal the reputation of being THE VOICE OF THE 3 1/2 BILLION DOLLAR POULTRY INDUSTRY.

PeeJay

E. J. Lawless, Jr., Eastern News Editor... Chief of the Bureau of Markets, Pennsylvania Department of Agriculture. A Cornell graduate, his informative articles keep Eastern readers up to date on the Poultry Industry.



C. E. Durst, garden and orchard expert... a former county agent and member of University of Illinois Horticultural Department... past president of the Illinois Fruit Growers Association... operates his own farm near Champaign, Illinois.

Emil Glaser, Western News Editor... Pee Jay's well qualified turkey raising specialist, operating a large scale farm of his own... a graduate of University of Nebraska College of Agriculture.

**American
POULTRY
JOURNAL**
36 So. Clark St., Chicago 5, Illinois

THE VOICE OF THE 3 1/2 BILLION DOLLAR POULTRY INDUSTRY

ADVERTISING REPRESENTATIVES

New York—Austin LeStrange, 420 Lexington Ave., Phone Lexington 2-3820
Detroit—Hil. F. Best, 131 W. Lafayette St., Phone Woodward 2-7298
Minneapolis—J. P. Maloney Co., 1019 Northwestern Bank Bldg., Phone Atlantic 2229
Los Angeles—Robt. W. Walker Co., 684 S. Lafayette Pl., Phone Drexel 4388

dealers are now perhaps one of the largest TV advertisers. Their sponsorship ranges from news, sports and variety shows to the "Chevrolet Tele-Theater," a dramatic half-hour network program. A group of 174 metropolitan New York dealers spends \$500,000 annually in TV alone, to attract service business.

But even a \$50 million advertiser weighs costs in terms of coverage. Chevrolet chiefs are wondering "how long we can afford to continue" on TV at present rates . . .

Chevrolet showmanship shows up strongly at new-model time. In fact, Chevvy claims that its announcement campaigns bring more people to dealers than all competitors combined are able to draw. The 1950 line, introduced last January—featuring Powerglide automatic transmission and three series called the Fleetline, Styleline and the new Bel Air—

pulled in 15 million. Some western towns of 5,000 had 20,000 Chevrolet-seekers.

Suspense is developed through secrecy. Until actual announcement date the new cars are kept under wraps. The "frosted window" technique helps.

Dealers, of course, previewed the new line weeks before. The sales promotion department, under Mays, prepared a "concealed package" of announcement material—point of purchase, consumer direct mail, films and whatever—which dealers order. Just one phase of this job is preparing service manuals for 40,000 mechanics.

Top Secret

To avoid "leaks" caused by varying publication dates, Chevrolet skipped January insertions in magazines, farm and business papers. In newspapers,

eight teaser ads led up to large-space announcements. Outdoor posters put up earlier in the month were changed on announcement day to reveal the new cars.

The program varied somewhat in different areas. A spot television "blanket," for instance, was spread over New York. Across the country radio spots were broadcast over 433 stations.

The proof of all this—product, dealer development, sales, service, advertising, promotion—is that more people are driving, buying and *planning to buy* Chevrolets than ever before.

Today, more than 10 million Chevrolets are on the road.

Of 6,534,000 cars and trucks produced in 1949 by all manufacturers in the U. S. and Canada, for shipment to dealers or sale overseas, GM as a whole made 2,764,397, or about 42%. But Chevrolet alone produced 1,544,320, or nearly 24%.

Even so, Tom Keating points out that the "low-priced" share of all new cars sold fell from about 55% prewar to about 45% in mid-1949. Rising since, it is still not back to prewar level.

Despite the "graduation" efforts of makers of middle- and higher-priced

- Retail Food Sales are 43% above National average.
- The Repository reaches 94,000.
- 100% coverage of a one-newspaper market, 99.3% carrier delivered.
- No nearby Metropolitan newspaper gives you "Merchandisable" coverage.

A Brush-Moore Newspaper
Represented Nationally by Story, Brooks and Finley

"There never has been and will probably never be a normal advertising man who ever doubts for one second that the true cross-section of the minds, emotions, opinions and reactions of 38,000,000 other women is not at home right now, wrapped up in mink and pearls, or slacks and halter (as his position and her figure may indicate), and stored away safely awaiting his pleasure, out at the place in Pelham. The lady may keep marmosets, be a dipsomaniac and dye her hair purple—but far more monogamously than the gentleman of the song, he learns about women from her."

"How to Win Friends and Influence People" by Dale Carnegie

"Once a prospect has advanced an objection, his self-respect demands that he defend his criticism against the arguments of a salesman. After a prospect has raised an objection, a salesman has much greater difficulty in overcoming it, as the buyer has 'gone on record' against the product. Accordingly, difficulties which are anticipated by a salesman and satisfactorily answered before a buyer has had an opportunity to express them rarely become serious obstacles."

"Salesmanship—Practices and Problems"
By Bertrand R. Canfield

cars, he believes that in the next decade Chevrolet will take more of their customers than they will take from Chevrolet. He expects 70% of sales tomorrow to come from present new car owners and 30% from those who have no new car or no car at all. But the basis of tomorrow's business will continue to be today's satisfied customers.

Crowell-Collier Publishing Co. reported in its 1949 automobile survey, released last December, that Chevrolet led all makes in owner loyalty. Seventy-nine per cent of its owners intended to re-buy, as against 65% for Ford owners and 63% for Plymouth.

(Before the war, 65 to 70% of Chevy buyers were repeaters.)

Among all 2,212 car owners covered by Crowell-Collier who had apparently made up their minds on their next "make," 30.4% said Chevrolet, against 17.1% for Ford and 10.1% for Plymouth. Next in rank among the "decided" brands were Buick, 9.1%; Pontiac, 7.7%; Dodge, 5.8%, and Oldsmobile, 5.5%.

Cold Figures

Such surveys probably won't cause the Chrysler or Ford companies to throw in the sponge. But they emphasize that it will take more than slogans to beat Chevrolet.

Chevrolet men in different capacities in several cities gave a wide range of reasons why their car got on top and why they think it can stay.

An assistant zone manager described how the central office has given the dealers a greater voice in Chevrolet policies and plans... Two Detroit executives told how thoroughly Chevrolet works to eliminate the "bugs" that have played hob with some models of some cars.

They pointed out that Chevrolet—although a lower-priced car—can afford to spend more for engineering than limited-market high-priced cars. At only \$5 a car, Chevrolet's expenditures for this purpose would be \$7,500,000. A higher-priced car, selling, say, only 80,000 units a year, would have to spend nearly \$100 a car to equal this amount.

General Sales Manager Fish emphasized especially Chevrolet's "broad concept of the basic fundamental factors in business—based on facts and close control."

He mentioned consistency in poli-

cies and flexibility in executing them.

Perhaps the strongest "competitors" of GM, and Chevrolet, today are not in the automobile industry but in Government. Some legislators in Washington wonder whether GM has not grown too big, too profitable.

In 1949 GM earned 11.5% on sales, or half again as much as any other motor car maker. In 1950's first quarter GM earned about 13%. Why then, it is asked, can't GM afford to reduce prices—specifically on its mass-market car, the Chevrolet?

With earned surplus, after dividends, rising at the rate of one-third of \$1 billion a year, it would seem that the corporation could cut the price of every car it makes by an average of \$100, and still muddle along on its more than \$1 billion earned surplus.

The Chevrolet division's answer, in part, is that already its cars are

SOUTHWEST VIRGINIA'S *Pioneer* RADIO STATION

1949 BMB

Day—110,590 families in 36 counties

Night—85,830 families in 31 counties

and

3 to 7 days weekly:

Day—90,320 families

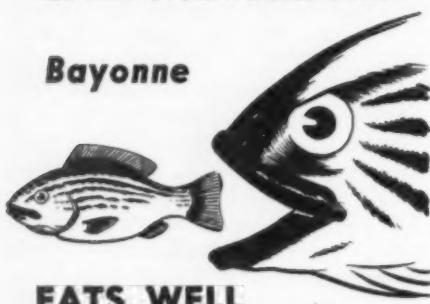
Night—66,230 families

**(Retail sales in the area
are over \$600 million yearly)**

WDBJ CBS • 5000 WATTS • 960 KC
Owned and Operated by the
TIMES WORLD CORPORATION
ROANOKE, VA
FREE & PETERS, INC., National Representatives



Bayonne



Food Advertisers: — Bayonne folk spend *292.00 annually for Food — \$78.00 MORE than the national average. . . . Get your share of this 40% better-than-average market and remember . . .

**Bayonne CANNOT BE
SOLD FROM THE OUTSIDE**

*Source—Sales Management
Send for the TIMES Market Data Book

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

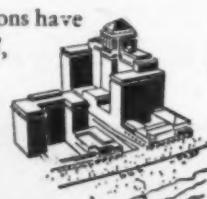
*Advertising
well planned...
well engineered...*

THE MARTIN R.
KLITTEN
COMPANY INC.
advertising
2614 W. NINTH STREET
LOS ANGELES 6, CALIF.
DUnkirk 7-8395

MEMBER OF AMERICAN ASSOCIATION
OF ADVERTISING AGENCIES

NEED A CHANGE?

If your conventions have been *conventional*, we offer this unconventional solution—convene here!



CHALFONTE-HADDON HALL

on the Boardwalk, Atlantic City, N. J.
Operated by Leeds & Lippincott Co. for 60 years
Write for illustrated brochure No. 1

Over the Years, It's Nip and Tuck

	Chevrolet	Ford
1926	542,015	1,329,711
1927	752,642	492,875
1928	903,609	547,257
1929	940,973	1,533,572
1930	737,156	1,252,430
1931	683,042	667,449
1932	383,645	325,863
1933	574,373	373,510
1934	692,413	658,778
1935	823,827	1,012,367
1936	1,134,594	925,798
1937	951,714	955,309
1938	583,816	464,647
1939	767,798	610,385
1940	1,047,567	705,088
1941	1,093,143	776,037
1946	501,219	458,291
1947	876,512	719,060
1948	1,011,828	698,978
1949	1,376,985	998,007
TOTAL	16,378,871	15,505,412

Totals include new vehicle registrations for both passenger cars and trucks in the United States. War years 1942-45 are omitted.

selling for less than Fords or Plymouths.

But GM as a whole is on the spot:

If it does *not* reduce prices, Senator O'Mahoney may be expected to accuse GM of robbing the public.

And if it *does*, the FTC will charge GM with driving little competitors out of business!

As for the "illegality" of GM's size and strength: Within the last year the Government brought suit in Chicago against GM, the Du Pont company and U. S. Rubber, one objective of which is to divest the Du Ponts of their 22.7% interest in GM . . . A Chicago dealer started action under the antitrust laws against General Motors Acceptance Corp., \$1 billion affiliate of GM . . . As a result of the Supreme Court decision against Standard Oil of California, GM has altered exclusive sales agreements with dealers . . .

The suggestion has been made that some divisions—specifically Chevrolet—be torn away from the rest of GM.

Chevy would make a pretty lusty orphan . . .

But to the strictly-business question, "Where does Chevrolet go from here?" Tom Keating replies:

"We're going to do more of what

we have been doing—only better, I hope. We'll continue trying to improve our product and our service, to strengthen our dealer relations, and our dealers. We've still a lot of things to learn about selling, promoting, advertising.

"Being 'on top' brings big responsibilities. Competitively, we must be able to meet attacks from every quarter. At the same time we must make our product 'right,' and be restrained in all we say about it. We must set the standards as well as the pace."

Keating has grounds for faith in the motor car industry's future. Recently he has been telling dealer groups that the level of business generally has stabilized on a "plateau"—perhaps an upward-inclining plateau.

To SM he recalled that many people had foreseen for Chevrolet a one-million-unit postwar "saturation point."

"We'll," he said, "we sold about 50% more than saturation in 1949. We're selling more today than we did then."

"The national market is growing. More people are entering the market every year, and they're making more money."

The use of motor cars is growing. A recent GM-University of Michigan study found that 12 million more families than prewar can now afford to buy a new car. Some economists estimate the number of passenger cars on U. S. highways will rise from 33 million in 1946 to 45 million in 1958.

The "climate" for motoring is more salubrious. "The private automobile," Tom Keating said, "is replacing commuter and other trains. The 40-hour work week and the two-week vacation for industrial and other workers are getting more people out on the roads. About \$2 billion is now being spent in the United States an-

nually for new roads and improvements. We've just begun to design our cities and towns to make the most of the motor car . . ."

The motor car industry used to rise and fall annually with general business conditions. But after a half century this industry has become so big and so vital that the whole economy and life of the nation seem to rest on it.

The motor makers "make" conditions.

By vigorous sales management, Tom Keating and his crowd, for example, are doing more than winning more buyers for Chevrolet.

Tartan Moves North With Sun



CBS morning star, Jack Sterling, and Karen Lewis plug Tartan for McKesson & Robbins.

Two blondes in a plaid-trimmed Hillman-Minx convertible are touring vacation areas this summer, giving away thousands of sample bottles of McKesson & Robbins, Inc., Tartan sun-tan lotion. They will be wearing Tartan ensembles created exclusively by Frances Sider, New York designer, and taking special souvenir pictures of Tartan-using vacationists.

Designed to be as hot and ruddy as the sunburn the lotion has been mixed to prevent, the new campaign is step number two by McKesson's Tartan Division this year. Basic ingredient is sampling—with special treatment of that sampling to insure ever wider acceptance of Tartan.

The first chapter was a full scale campaign in publicity and promotion for the product put on in Florida last winter. Tartan girls, costumed in the Frances Sider ensembles, whirled

about the Miami area throughout the season, distributing Tartan samples to the sun-seeking public. The Tartan girls snapped souvenir pictures of vacationists. 2,200 photographs were taken and 35,000 vacationists received Tartan samples.

A further highlight of the campaign was the offer of a Benrus "Sea Lord" watch as a life saving award to any local life guard rescuing a drowning person.

Leon A. Danco, product manager of the Tartan Division of McKesson & Robbins, handles the promotion.

Chapter two is the national advertising and promotion campaign which will feature full-color ads in June and July issues of *The Saturday Evening Post*, *Collier's*, *Look*, *Cosmopolitan*, *Redbook*, *Seventeen*, and *Good Housekeeping*, comprising a circulation of more than 18,000,000.

Radio and TV

Radio personalities will tell the story of Tartan, with CBS morning star, Jack Sterling, heading the New York City lineup. Transcribed spot announcements are planned across the country as well. The one-minute Tartan television spot will provide additional coverage in key areas.

An overall tie-in with Bates Fabrics and designer Frances Sider marks the campaign. In return for credit in Tartan space advertising and displays, Bates is featuring advertisements in *Seventeen* and *Harper's Bazaar*, highlighting Tartan suntan lotion and the Tartan bathing suits and sun clothes of Frances Sider.

J. D. Tarcher & Co., Inc., New York City, is handling the program, both publicity and advertising.

LARGE MANUFACTURER

of a proprietary item is seeking the services of an energetic Sales Manager. Man selected must have sound experience in technical sales, distributor marketing and general sales administration.

This is a genuine opportunity of unusual scope offered by a company relatively young but whose successful growth and leadership is the talk of the drug trade throughout the Southland. The company is large enough to provide ample opportunity for an ambitious and experienced executive and small enough to assure proper recognition of accomplishments.

Describe your background fully in first letter.

All replies will be held in strictest confidence.

Box 2701

SALES MANAGEMENT

TEXAS—OKLAHOMA

Our client, outstanding sales executive—experienced in foods, drugs, hardware, chemicals, building materials, general merchandise—vigorous, productive and has invaluable statewide contacts. Unquestioned bank and commercial references. Available for special assignments or will handle one or two selected lines. Organization seriously desirous of improving Southwest position can save months of fumbling around and expense thru this association. Write Lanza & Sanders, Advertising, P. O. Box 2803, Dallas, Texas

POSITION OPEN

Sales Manager for Plastic Division, well rated midwest manufacturer. Must be able to build and train effective sales force. Experience in product and market research important. Knowledge of plastic custom molding or plastic container business desirable. Give full resume of experience. Box 2708, Sales Management.

SALES REPRESENTATIVES

Soundly established, progressive firm has openings for three district sales representatives. Experience in pipe, valves or fittings an asset. Excellent opportunity. Write box 2705, Sales Management, stating complete, detailed background. All communications confidential.



JULIAN DAVIS, vice-president, Long Beach, Calif., branch of Bank of America, tests his upside down cake which he baked for Chefs of the Week commencement dinner sponsored by the *Press-Telegram*. Civic and business leaders took part.

Media and Agency News

Transportation Advertising Studies Summarized: A. R. F.

The Advertising Research Foundation has issued the results of its 13-Study Summary of the Continuing Study of Transportation Advertising—a 42-page report covering four years of research which cost more than \$200,000.

The report summarizes studies conducted in 13 markets ranging in total population from 105,000 to 3,640,000. It contains data based on interviews with 20,417 persons 15 years of age and older.

Designed as a guidebook for advertising men, the report is divided into five sections:

1. A description of the transportation advertising market and what it offers as an advertising medium.
2. Data on those who ride, their characteristics and habits.
3. Data on those who read transportation advertising, their characteristics and habits.
4. Data on housewives and non-housewives.
5. An analysis of the characteristics

of the highest-scoring advertisements and all advertisements scored to date.

Transportation advertising markets covered in the summary are Newark, N. J., New Haven, Conn., Cleveland, Milwaukee, Wisc., St. Louis, Chicago, San Francisco-Oakland, New Orleans, Buffalo, N. Y., Boston, Providence, R. I., and Johnstown, Pa.

All costs of the 13 individual studies and the summary report have been defrayed on behalf of the medium by the National Association of Transportation Advertising.

Field surveys and tabulations were made by Alfred Politz Research, Inc., under supervision by the Foundation.

In addition to interpretive comments, summary charts and tables, the summary includes figures for each survey made to date so that those wishing data on individual markets will not have to refer to previous reports. There are color reproductions of the highest-scoring advertisements.

The 13-Study Summary reveals that in the transportation advertising markets studied, eight out of 10 persons who are 15 years of age and older use the mass transportation sys-

tem at least once a month. Approximately four out of 10 persons make five round trips a week or more. About two out of 10 make two to four round trips a week and about two out of 10 make from one round trip a week to one round trip a month.

More women than men ride at least once a month but men ride more often than women. Nearly half of the men make five round trips a week or more. Three out of 10 women ride that often.

The summary reports that there is little variation in the percent of riders found in each of the four rental groups but more of those in the two lower brackets are five-times-a-week riders.

Almost three-fourths of the 10,748 women interviewed in the 13 markets studied are housewives. Eight out of every 10 housewives and nine out of 10 non-housewives are riders.

A tripartite administrative committee manages the transportation advertising project and directed preparation of the 13-Study Summary. The committee is composed of three advertising agency, three advertiser and three transportation advertising executives. Chairman of the nine-man committee is Gordon E. Hyde, president of Federal Advertising Agency, Inc.

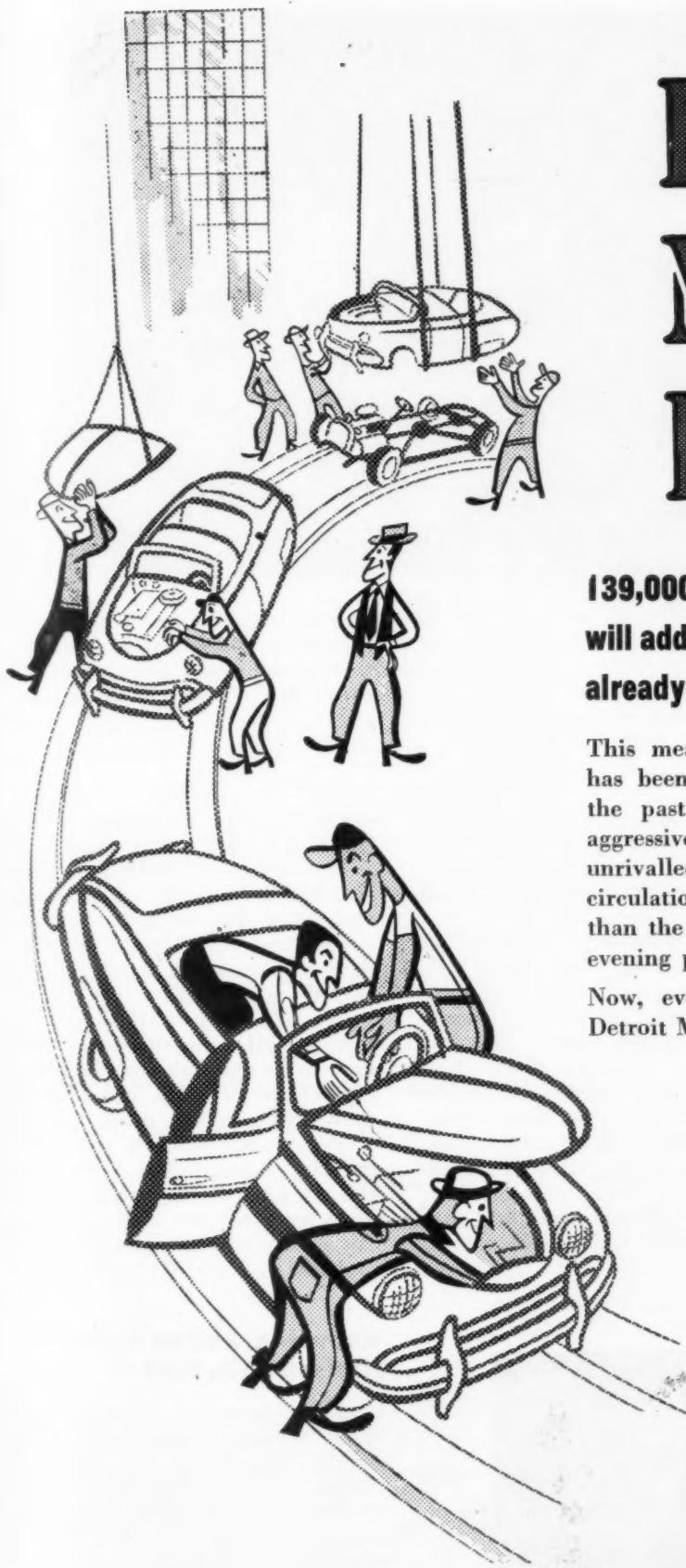
BMB To Tell All In "State Area Reports"

The Broadcast Measurement Bureau has announced plans to publish "State Area Reports" as a further step in the dissemination of the data of its Study No. 2. The chief feature of these reports will be the inclusion of the data of all of the stations on the air at the time of the field work which it conducted last spring, 1949.

These State Reports will accomplish a long-sought objective of the



RE-ELECTED chairman and vice-chairman respectively, of the Advertising Research Foundation; H. M. Warren (left), vice-president, National Carbon Co., Inc.; B. B. Geyer, president, Geyer, Newell & Genger.



Detroit Means Business...

**139,000 Chrysler auto workers back to work
will add to automotive production that is
already the highest in the industry's history!**

This means still greater prosperity for a market that has been one of the high-spot cities of the nation for the past ten years. And it means more business for aggressive advertisers who give their sales messages the unrivalled impact of The Detroit News' 442,977 weekday circulation. . . . 78,888 more in the Detroit trading area than the morning paper, and 40,152 more than the other evening paper.

Now, even more than ever before, you can sell the Detroit Market economically—through The Detroit News!

A. B. C. figures for 6-months
period ending Sept. 30, 1949
442,977

Sunday circulation
550,957
highest weekday circulation
of any Michigan newspaper

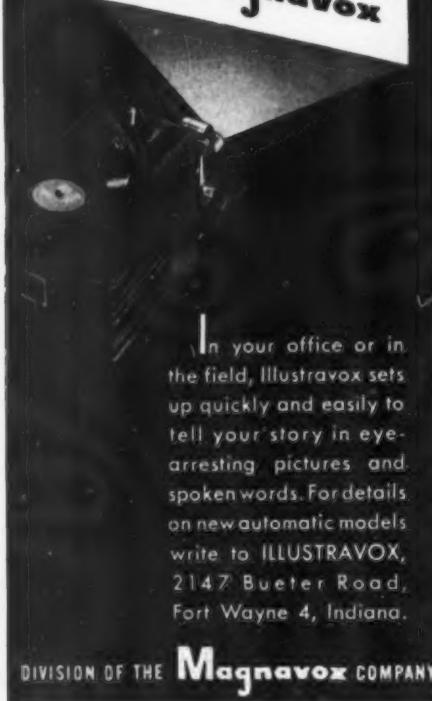


owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV,
Eastern Advertising Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH
Western Office: JOHN E. LUTZ Co., Tribune Tower, Chicago

Bureau—that of making all of its data available to those who buy and sell radio advertising. The Bureau's Board expects the advantages of this move to include: greater use of BMB data which will result from a complete disclosure; encouragement to buy radio advertising; availability of direct comparisons with non-subscribers; complete county-by-county picture which the Reports will afford.

In commenting on the announcement, Dr. Kenneth Baker, acting president of the Bureau, further

ILLUSTRAVOX
SOUND SLIDEFILM PROJECTORS
Engineered by
Magnavox



In your office or in the field, Illustravox sets up quickly and easily to tell your story in eye-arresting pictures and spoken words. For details on new automatic models write to ILLUSTRAVOX, 2147 Bueter Road, Fort Wayne 4, Indiana.

DIVISION OF THE **Magnavox COMPANY**

TAKE AN ORDER!

...the sum and substance of all sales activity are orders. Are you taking your share? Help yourself to more orders by keeping abreast of current sales techniques, practical approaches, proven success stories and other helpful information. It costs a little. Special introductory offer: \$1.00 for 4 issues. Take a tip—send in your subscription now!

SALES SCRAP BOOK, Dept. SM
11 Park Place, New York 7, N. Y.

At Last A Salesman Selection Test

Made for Sales Managers by Sales Managers
Practical Reliable Valid
Send \$1.00 for sample copy—satisfaction guaranteed.

"The Sales Institute"
330 Commercial Exchange Bldg., Los Angeles, Cal.



NEW OFFICERS of National Newspaper Promotion Association. From left: B. E. Stolpe, Des Moines (Ia.) *Register and Tribune*, president; Raoul Blumberg, Washington (D. C.) *Post*, first vice-president; L. R. Barnhill, Miami (Fla.) *Herald*, second vice-president; F. A. Knight, Charleston (W. Va.) *Gazette*, sec-treas.

pointed out that the revenue from the sale of these Reports will balance the Bureau's books, including the repayment of the loan from the National Association of Broadcasters.

"Even if there were not a financial question involved," Dr. Baker said, "I feel that it would be inexcusable for the Bureau to refrain from a complete divulgence of its data any longer. The incentive which these data will give to time-buying should not be underestimated. One of the greatest impediments to the purchase of radio advertising has been the absence of acceptable uniform data. The buyer will now have these data at his fingertips and will be able to

make the same calculations in radio that he has made in other media."

In a letter to BMB subscribers, Dr. Baker noted that, "The sale of these State Area Reports will be restricted to BMB subscribers and their representatives, advertisers, and advertising agencies."

The BMB Board of Directors has also decided to postpone any steps toward the dissolution of the Bureau until October 1, 1950. This postponement will give the present Bureau time to further process and service the data of Study No. 2. The delay also gives further opportunity for the development of the plans of Broadcast Measurement, organized to succeed BMB.

Know Marketing Problems, Nielsen Tells NNPA

In addressing the luncheon session of the 20th Annual Convention of the National Newspaper Promotion Association in Milwaukee, Wis., A. C. Nielsen, president of the A. C. Nielsen Co., expressed the view that, in the difficult competitive situation that undoubtedly lies ahead, newspapers will prosper in accordance with the extent to which their sales and promotional representatives really understand the marketing problems of advertisers and are thereby able to render practical help in reducing the cost of distribution.



M. A. WILLIAMSON, over 30 years with the McGraw-Hill Publishing Co., has joined Van Diver & Crowe, Inc., as vice-president.

NEW BEDFORD



Massachusetts

\$ \$ \$

DRUG SALES...

GUIDE TO
Buying Power \$

You know, of course, that Drug Sales are an important index of the value of a market. And the New Bedford—Cape Cod market ranks 4th in Massachusetts in drug-classification sales.

New Bedford, with its diversified industries and skills, plus Cape Cod with its vacationland attractions and year-round activity, offer a responsive field for profitable promotion . . . reached through effective one-paper coverage . . . by The New Bedford Standard-Times, Daily and Sunday.



\$

The Standard Times

NEW BEDFORD, MASSACHUSETTS

"The Nation's Best-Read Newspaper"

BIG 4TH MARKET
in Massachusetts

Represented Nationally by GILMAN, NICOLL & RUTHMAN—New York, Boston, Chicago, Philadelphia, Los Angeles, San Francisco

Mr. Nielsen pointed out that, of the \$35 billion which consumers annually spend for the products of his clients, about \$18 billion (more than 50%) is expended in distribution, and that the greatest opportunity to increase corporate profits and raise the standard of living lies in reducing the cost of distribution.

Mr. Nielsen placed great emphasis on the extent to which marketing research has increased in stature due to the fact that recent scientific and technological developments bring about rapid changes and improvements in products, thereby rendering dangerous for any manufacturer, however well established, to rest on his laurels.

Referring to the Nielsen Food Index, he indicated the trends in advertising by retail food stores from 1946 to 1949. The percent of change by different types of stores were: all stores, plus 32; corporate chains, plus 16; large independent, plus 43; medium independent, plus 35; small independent, plus 133.

To give newspaper executives an insight into research techniques developed for use of the radio and television industries, Mr. Nielsen explained the operation of the Nielsen Radio-Television Index services which, by the use of Audimeters, furnish records of the audience to each network radio and television program. In addition to covering network programs, this technique measures audiences in many of the larger cities and is being employed for the measurement of nationwide audiences of spot broadcasting.

Magazine Audiences, Impact Studies Proposed

Leading American magazine publishers are being invited by the Advertising Research Foundation to cooperate in making two experimental surveys.

H. M. Warren, National Carbon Co., Inc., chairman of the Foundation's board of directors, says that the two surveys will seek to develop:

1. A method of determining at reasonable cost the total audiences and audience duplication of a large number of magazines, possibly 20 to 25.

2. A method of measuring the average time spent in reading individual magazines of large circulation and other magazines on which sufficient data can be obtained.

Executives of all general magazines having more than 1,000,000 circulation are being invited to take part in the projects. Letters explain that if the financing of both exploratory studies can be arranged, two tripartite administrative committees would be set up, one for each study. Each committee would include advertiser, advertising agency and publisher representative.

A group of advertisers, all members of the Association of National Advertisers, had already offered to finance the cost of exploratory work on measuring magazine reading time. The cost is estimated at \$5,000. The Foundation, Mr. Warren said, was willing to proceed with the contribution from advertisers but would welcome publisher participation in financing.



1,000 CANS of pork and beans dumped at feet of lady contestant on "Penny Auction," television program on KMTV, Omaha, Neb.

ing and administering the time-spent-in-reading study.

For the experimental audience study, presently estimated cost is \$70,000. Several publishers have indicated a desire to help finance this study, under certain conditions, according to Mr. Warren. It has been proposed that the cost be apportioned among the underwriters with a mutually agreeable formula based on circulations and advertising revenues.

Techniques are not presently known or available by which to get total audience and duplication data on large numbers of magazines at a reasonable cost.

Y. & R. Opens Plush TV-Idea Studio

Young & Rubicam, Inc., has opened its motion picture and television studio designed specifically to present television program ideas both to the agency and its clients, to monitor current video programs, review previous programs, and to provide facilities for experimenting with the telecasting of clients' products.

The first advertising agency to take such a step, Young & Rubicam worked out the plans for its conference studio over a year ago. Agency officials describe it as "a new instrument enabling Young & Rubicam to keep ahead of the spectacular growth of television."

The studio consists of an air-conditioning room, a reception hall, a control room, and the conference room proper which comfortably seats 35 people. An auxiliary studio equipped with RCA Vidicon permits extensive experimentation as well as the "test" television of products before they are placed in front of standard cameras.



AIR-BORNE *Denver Post* moves into New Mexico cities via air freight. From left P. W. Keifaber, home delivery manager; John A. Smith, cargo sales manager, Continental Air Lines; Dar Sims, circulation director, hauling inaugural shipment.



"How is this," asked a shipper named Thripping,
"That I find you're behind in our shipping?"

"Don't worry," she said,
"I'll use AirFREIGHT instead —
And I'll guarantee no future slipping."

*Solve your problems
with*

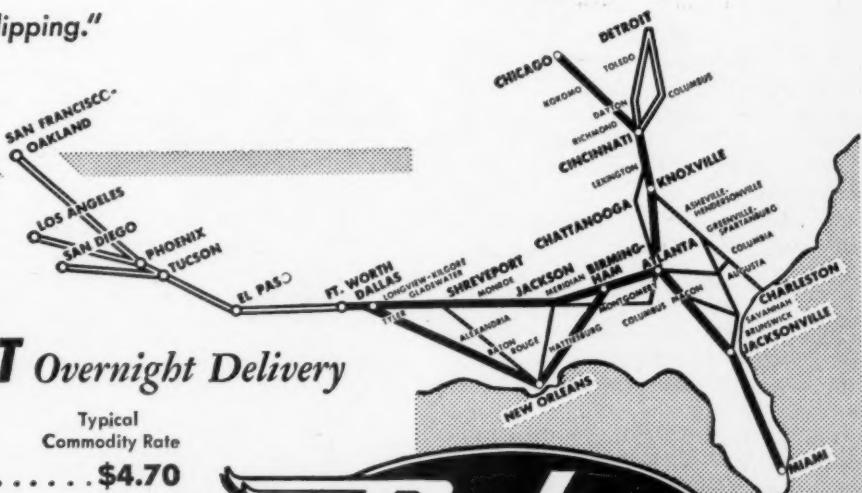
DELTA airFREIGHT *Overnight Delivery*

Per 100 lbs. between

CHICAGO - ATLANTA \$4.70
CINCINNATI - MIAMI 7.62
DALLAS - NEW ORLEANS 3.80

**Typical
Commodity Rate**

For complete commodity rates and schedules, write AirFREIGHT
Department, Delta Air Lines, Atlanta, Ga.



The logo for Delta Air Freight. It features the word "Delta" in a stylized, italicized font, with the "D" having a wing-like shape extending from its top. Below "Delta" is the word "AIR FREIGHT" in a bold, sans-serif font. The entire logo is set against a black oval background, which is itself centered on a larger, textured gray background.

HIGH SPOT CITIES

Retail Sales Forecast for June, 1950

The volume of retail sales in the United States in June 1950 will total \$10.7 billion, a decline of 1% from last June. This decline is probably too small to be statistically significant though it may reflect a tapering off in the effect of the G.I. insurance payments on retailing activity. In any case, current forecasts of retail trade for the balance of the year are quite favorable. Among the factors sustaining the favorable prospects for retail trade is the recent upturn in orders for capital goods which, taken in conjunction with the continuing boom in construction activity, can provide a solid base for expanding purchasing power for at least the rest of the year.

Within retail trade itself, however, we find the same marked divergence in the activity of "hard" goods as opposed to "soft" goods. Sales of automobiles, electrical appliances and home furnishings continue to lead the way, whereas apparel sales are falling furthest behind. However, there are signs of intensified activity in cotton consumption and rayon deliveries, pointing to expectations of a resurgence in apparel sales toward the end of the year.

Regionally, areas in the New England, Middle Atlantic and Pacific Coast states still tend to report below-average retail sales performance this month (as compared with the same month last year) but their lag behind the nation is not as great as it was last year. States reporting above average performance include Alabama, Arkansas, Colorado, Florida, Louisiana, Montana, New Mexico, Texas and Wyoming. By and large these are the states that have consistently reported above average performance over the past year.

The leading cities, those with a city-national index well above average (for this June compared with June, 1949), are: Lubbock, Tex., 117.7; Albuquerque, N. M., 116.0; Hempstead Township, N. Y., 115.3; Lynn, Mass., 114.6; Orlando, Fla.,

114.1; Albany, N. Y., 114.0; Bakersfield, Calif., 111.5; Tampa, Fla., 111.3; Hartford, Conn., 110.5; Flint, Mich., 109.9; St. Petersburg, Fla., 109.8; Royal Oak-Ferndale, Mich., 109.4; Billings, Mont., 109.4; Columbia, S. C., 108.6; Austin, Tex., 108.6; Lancaster, Pa., 108.4; Waco, Tex., 108.0; Amarillo, Tex., 107.8; Corpus Christi, Tex., 107.5; Boise, Idaho, 107.4; Raleigh, N. C., 107.4.



Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1950 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1950 over 1949," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1950 over 1949," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the

same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates or what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and fore-stalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1949 which equals or exceeds the national change.

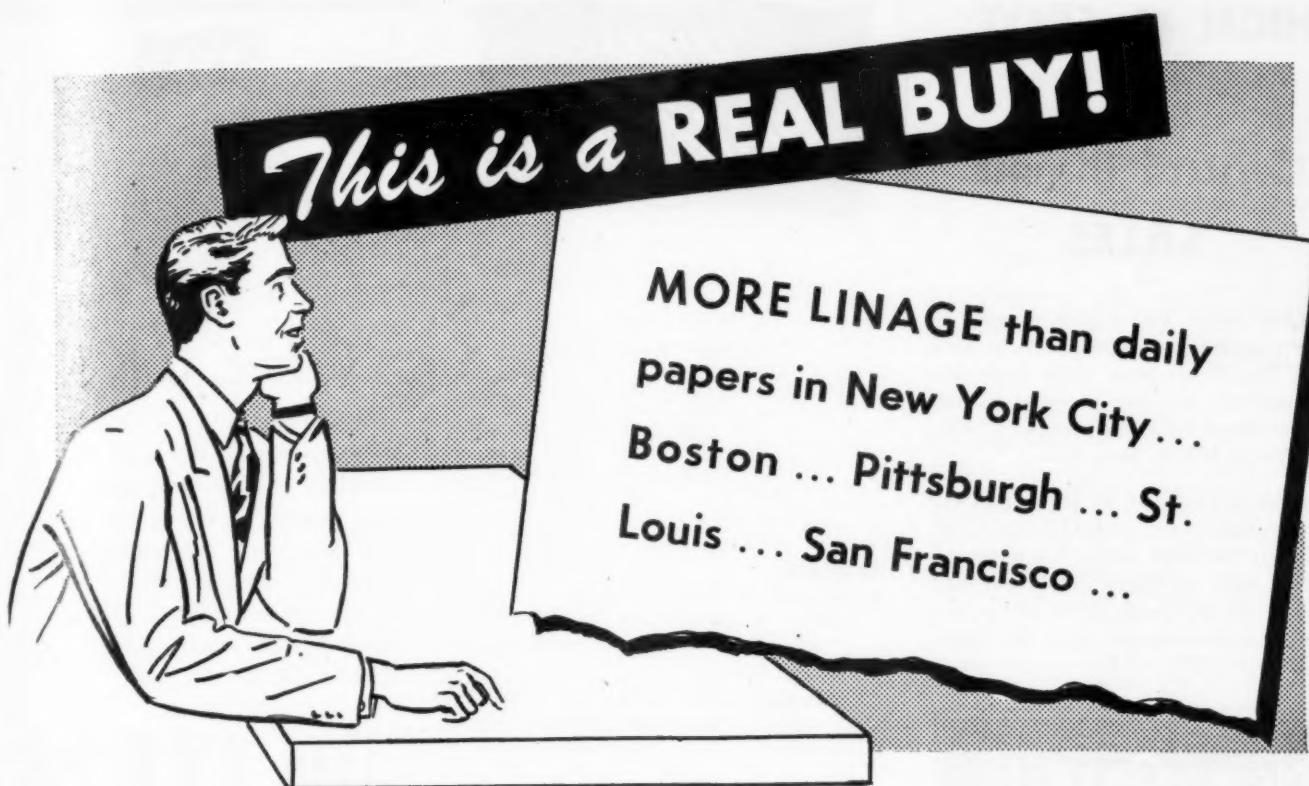
RETAIL SALES			
(S.M. Forecast for June, 1950)			
City	City	Nat'l	City
Index	Index	Index	5
1950	1950	1950	(Million)
vs.	vs.	vs.	June
1939	1949	1949	1950

UNITED STATES

299.2 99.0 100.0 10,701.00

Alabama

★ Birmingham	433.1	100.0	101.0	36.90
★ Gadsden	426.4	99.7	100.7	4.52
Mobile	420.6	86.9	87.8	11.02
★ Montgomery	482.5	103.0	104.0	10.58



The Berkshire Eagle carried more advertising lineage in 1949 than such weekday papers as the New York Herald-Tribune . . . Boston Post . . . Pittsburgh Post-Gazette . . . San Francisco Call-Bulletin . . . Hartford Courant . . . Albany Times-Union . . .*

Total lineage was 10,519,159 — of which 7,611,464 lines were bought by retailers . . . best possible judges of a newspaper's selling power. Only three Massachusetts papers . . . all in Boston . . . equalled the Eagle's record in retail!

These comparisons between the Eagle and dailies in much larger cities add up to this solid fact—the Eagle sells BIG and Pittsfield consumers buy BIG!

To this testimony add these significant facts. Pittsfield has the highest per capita retail sales of all Massachusetts metropolitan county areas but one . . . Everybody reads the Eagle—125% coverage of the city zone, 119% of city zone and trading area combined . . . And they do read it—as proved by record scores for advertising and editorial in the Continuing Study of Newspaper Readership. Your advertising pays off BIG—in the Berkshire Eagle.

* Linage data from *Editor & Publisher*, Mar. 18, 1950.

THE BERKSHIRE EAGLE

PITTSFIELD, MASS.

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT*

for

Central Illinois

SALES

*CHAMPAIGN-URBANA'S ranking as a "Preferred-City-of-the-Month" in SM's High Spot Cities once again highlights this market's growing potential as the trading center for a prosperous \$120,000,000 Central Illinois farm area.

In addition to its 51,500 population for the multiple city, CHAMPAIGN-URBANA is the home of the University of Illinois with its 18,000 enrollment and Chanute Air Base with 11,000 officers and men. Sell this market with the 28,254 circulation (ABC) of the—



ONLY CITY in Connecticut!

Of the 21 Connecticut **above average** cities listed by Sales Management's Survey of Buying Power Middletown is the **only one** that is ahead of its state population rank in **every** sales and income category!

Middletown's **top honors**, in a top state, rate the serious consideration of every sales and advertising executive.

The Middletown Press **alone** covers this market. No combination of outside newspapers can equal it.



HIGH SPOT CITIES

RETAIL SALES

(S.M. Forecast for June, 1950)

City	City	Nat'l	\$
Index	Index	Index	(Million)
1950	1950	1950	June
vs.	vs.	vs.	1950
1939	1949	1949	1950

Arizona

★ Phoenix	479.2	99.3	100.3	19.55
Tucson	425.9	90.1	91.0	7.71

Arkansas

★ Fort Smith ...	390.3	99.1	100.1	5.23
★ Little Rock ...	501.7	99.3	100.3	17.51

California

★ Bakersfield	450.5	110.4	111.5	13.38
★ Berkeley	277.1	101.9	102.9	8.09
★ Fresno	368.3	108.9	110.0	16.72
★ Long Beach ...	487.3	101.0	102.0	35.57
Los Angeles ..	344.1	97.6	98.6	229.14
Oakland	257.1	93.9	94.8	39.56
★ Pasadena	338.5	100.1	101.1	15.91
★ Riverside	346.6	102.1	103.1	5.13
★ Sacramento ...	342.3	104.1	105.2	23.04
★ San Bernardino.	362.2	102.9	103.9	8.33
San Diego	358.2	97.8	98.8	29.12
★ San Francisco .	309.1	100.2	101.2	100.76
★ San Jose	427.0	100.8	101.8	16.78
Santa Barbara ..	273.7	98.6	99.6	5.42
Stockton	331.3	96.1	97.1	10.47

Colorado

★ Colorado Springs	385.7	101.7	102.7	6.75
★ Denver	353.7	100.9	101.9	50.82
★ Pueblo	377.3	99.8	100.8	7.32

Connecticut

Bridgeport	287.6	89.2	90.2	14.58
★ Hartford	318.7	109.4	110.5	23.84
Middletown ...	190.0	94.7	95.7	1.92
New Haven ...	236.1	98.1	99.1	17.54
★ Stamford	325.5	99.5	100.5	7.52
Waterbury	244.2	91.8	93.7	9.06

Delaware

★ Wilmington ...	234.9	103.4	104.4	12.99
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District of Columbia

★ Washington ...	237.3	104.5	105.6	81.32
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Florida

★ Jacksonville ...	368.3	105.3	106.4	23.20
★ Miami	367.4	103.4	104.4	32.26
★ Orlando	412.9	113.0	114.1	9.25



CHECK!

The LYNN ITEM, Lynn's oldest newspaper with the largest circulation and greatest advertising volume, is never too busy to help you. Advertise in a wealthy market, through a cooperative medium! Get results—check results—with the LYNN ITEM!

GET RESULTS

in LYNN **ITEM**
with the

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO LOS ANGELES

29c

Is a Generous Slice
of a Dollar

Especially When There's
390,000,000 of Them!

Retail sales total \$391,662,000 in Essex County, fourth largest in Massachusetts. 29c of every one of these dollars . . . a total of \$115,083,000 . . . is spent in a single market — Salem City Zone, by 44,300 families who have the highest income in the county.

This concentration of sales and buying power points to Salem City Zone as a strategic market in Massachusetts . . . covered thoroughly and only by the Salem Evening News, with local news appeal all across the market.

THE SALEM EVENING NEWS

Salem, Mass.

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES						
(S.M. Forecast for June, 1950)						
City	City	Nat'l	City	City	Nat'l	City
Index	Index	Index	Index	Index	Index	Index
1950	1950	1950	1950	1950	1950	1950
vs.	vs.	vs.	vs.	vs.	vs.	vs.
1939	1949	1949	June	1949	1949	1950

RETAIL SALES						
(S.M. Forecast for June, 1950)						
City	City	Nat'l	City	City	Nat'l	City
Index	Index	Index	Index	Index	Index	Index
1950	1950	1950	1950	1950	1950	1950
vs.	vs.	vs.	vs.	vs.	vs.	vs.
1939	1949	1949	June	1949	1949	1950

RETAIL SALES						
(S.M. Forecast for June, 1950)						
City	City	Nat'l	City	City	Nat'l	City
Index	Index	Index	Index	Index	Index	Index
1950	1950	1950	1950	1950	1950	1950
vs.	vs.	vs.	vs.	vs.	vs.	vs.
1939	1949	1949	June	1949	1949	1950

Florida (cont.)

	1940	1941	1942	1943	1944	1945
★ Pensacola	362.5	104.6	105.7	5.22		
★ St. Petersburg	404.3	108.7	109.8	11.20		
★ Tampa	351.5	100.2	111.3	13.78		

Georgia

	1940	1941	1942	1943	1944	1945
★ Atlanta	332.9	101.0	102.0	48.81		
Augusta	330.4	98.5	99.5	7.07		
★ Columbus	382.7	103.7	104.7	7.73		
Macon	347.2	98.2	99.2	7.43		
Savannah	323.1	94.3	95.3	9.50		

Hawaii

	1940	1941	1942	1943	1944	1945
Honolulu	385.2	96.6	97.6	26.23		

Idaho

	1940	1941	1942	1943	1944	1945
★ Boise	339.9	106.3	107.4	6.39		

Illinois

	1940	1941	1942	1943	1944	1945
★ Bloomington	297.0	97.8	98.8	4.99		
★ Champaign-Urbana	311.8	104.5	105.6	6.61		
★ Chicago	277.9	99.0	100.0	358.18		
Danville	318.1	97.7	98.7	5.09		
★ Decatur	300.0	100.0	101.0	8.19		
★ East St. Louis	320.4	99.0	100.0	7.21		
★ Moline-Rock Island-E. Moline	328.5	100.9	101.9	10.48		
Peoria	284.2	96.8	97.8	14.78		
Rockford	313.1	94.1	95.0	11.68		
Springfield	272.8	96.0	99.0	9.52		

Indiana

	1940	1941	1942	1943	1944	1945
★ Evansville	366.5	103.1	104.1	14.11		
Fort Wayne	290.8	96.0	97.0	13.90		
Gary	366.0	98.0	99.0	13.47		
Indianapolis	321.3	97.7	98.7	51.57		
Muncie	347.7	96.5	97.5	6.78		
South Bend	311.5	88.7	89.6	12.71		
Terre Haute	271.1	97.1	98.1	7.78		

Iowa

	1940	1941	1942	1943	1944	1945
Cedar Rapids	316.3	97.4	98.4	8.92		
Davenport	306.2	92.2	93.1	8.94		
★ Des Moines	325.9	101.2	102.2	22.81		
Sioux City	289.2	98.8	99.8	9.66		
★ Waterloo	287.2	101.7	102.7	9.37		

Kansas

	1940	1941	1942	1943	1944	1945
Hutchinson	313.8	84.2	85.0	4.33		
★ Kansas City	463.2	100.6	101.6	13.85		
Topeka	456.5	102.0	103.0	12.28		
★ Wichita	499.8	99.3	100.3	22.64		

Kentucky

	1940	1941	1942	1943	1944	1945
Lexington	304.6	88.6	89.5	8.59		
★ Louisville	338.2	99.9	100.9	37.71		

Louisiana

	1940	1941	1942	1943	1944	1945
★ Baton Rouge	557.0	100.9	101.9	13.20		
★ New Orleans	381.1	101.2	102.2	50.19		
Shreveport	334.8	97.6	98.6	13.39		

Maryland

	1940	1941	1942	1943	1944	1945
★ Baltimore	282.4	99.6	100.6	91.34		
★ Cumberland	262.6	99.3	100.3	4.78		

Massachusetts

	1940	1941	1942	1943	1944	1945
★ Boston	205.4	100.2	101.2	85.68		
★ Fall River	234.5	99.3	100.3	8.09		
★ Holyoke	223.0	101.2	102.2	4.17		
Lawrence	208.5	97.8	98.8	6.36		
★ Lowell	325.5	104.3	105.4	8.56		
★ Lynn	243.1	113.5	114.6	9.58		
New Bedford	242.4	96.5	97.5	8.41		
Pittsfield	210.6	94.6	95.6	4.36		
★ Salem	216.1	100.5	101.5	3.63		
Springfield	255.4	95.7	96.7	18.21		
Worcester	217.0	97.6	98.6	17.14		

Michigan

	1940	1941	1942	1943	1944	1945
Battle Creek	338.5	98.5	99.5	7.04		
Bay City	331.9	96.6	97.6	6.14		
★ Detroit	378.5	99.6	100.6	214.35		

Maine

	1940	1941	1942	1943	1944	1945
Bangor	242.8	95.7	96.7	4.20		
Lewiston-Auburn	238.7	96.8	97.8	5.18		
Portland	249.1	95.0	96.0	9.74		

What Do the Judges Say?

There are 31,200 families in the close-knit Holyoke City Zone—with \$138,281,000 income. In 1949 they spent \$85,208,000—or 62% of their income—for retail goods.

Local dealers — unquestionably the best judges of how to turn this buying power into sales — used more than 6,500,000 lines of advertising in the Holyoke Transcript Telegram last year . . . to sell your products. Dealer confidence of this magnitude means only one thing: RESULTS!

The Holyoke Transcript Telegram

Read in 80% of Holyoke City Zone Homes

Represented by

The Julius Mathews Special Agency, Inc.

**The
POST
Maintains a
Cooperative
Service and
Merchandising
Department**

Each week The POST publishes a list of National Brand food store products in a newsy, sparkling, eye-catching ad. Point-of-sale material is distributed and special emphasis is given to tie-in ads. Dealers love it . . . and so will you.

*Plus outstanding
merchandising support*

Write for BRAND PREFERENCE SURVEY



\$5,848*

is the average income of the
35,100* families living in

PASSAIC-CLIFTON

No other major North Jersey market has a higher average family income. It can be reached only with the North Jersey newspaper with the largest circulation—The Herald-News

* Sales Management

THE HERALD-NEWS
Passaic-Clifton, N. J.
Largest North Jersey Circulation

50,117 — ABC Annual Audit — 1949

The Julius Mathews Special Agency



HIGH SPOT CITIES

RETAIL SALES
(S.M. Forecast for June, 1950)

City	City			\$
	Index	Index	Nat'l	
1950	1950	1950	(Million)	
vs.	vs.	vs.	June	
1939	1949	1949	1950	

RETAIL SALES				City
(S.M. Forecast for June, 1950)				
City	City	Nat'l	\$	
Index	Index	Index	(Million)	
1950	1950	1950		
vs.	vs.	vs.	June	
1939	1949	1949	1950	

Mississippi

★ Jackson 474.32 102.2 103.2 10.53

Missouri

Kansas City ..	319.6	94.2	95.2	61.17
St. Joseph ...	317.8	94.4	95.4	7.85
St. Louis	305.7	98.1	99.1	92.06
★ Springfield	353.8	99.1	100.1	7.82

Michigan (cont.)

City	City	Nat'l	\$
Index	Index	Index	(Million)
1950	1950	1950	
vs.	vs.	vs.	June
1939	1949	1949	1950

★ Royal Oak-
Ferndale 362.5 108.3 109.4 6.67
★ Saginaw 245.9 99.0 100.0 7.50

Minnesota

Duluth	247.7	83.2	84.0	10.13
Minneapolis ...	291.9	95.7	96.7	66.91
★ St. Paul	296.1	99.4	100.4	42.26

Montana

★ Billings	348.7	108.3	109.4	5.51
★ Butte	312.6	104.4	105.5	6.69
★ Great Falls ...	306.3	99.8	100.8	5.33

Nebraska

★ Lincoln	318.9	100.1	101.1	10.62
Omaha	319.5	99.0	99.9	28.69

Nevada

Reno	262.6	93.3	94.2	5.12
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New Hampshire

★ Manchester ...	268.3	100.1	101.1	7.70
★ Nashua	267.7	99.6	100.6	2.97

New Jersey

★ Atlantic City ..	239.2	101.5	102.5	9.09
★ Camden	248.4	103.3	104.3	10.41
★ Elizabeth	287.7	101.1	102.1	11.02
Jersey City- Hoboken	203.8	95.5	96.5	20.09
★ Newark	261.2	99.7	100.7	55.42
★ Passaic-Clifton ..	352.6	102.8	103.8	11.32
Paterson	260.2	98.3	99.3	15.25
★ Trenton	277.2	102.6	103.6	15.41

New Mexico

★ Albuquerque ..	546.0	114.8	116.0	10.81
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New York

★ Albany	264.5	112.9	114.0	17.06
★ Binghamton ..	247.8	102.3	103.3	8.61
★ Buffalo	236.1	101.1	102.1	50.28
★ Elmira	231.9	99.4	100.4	5.31
★ Hempstead Township	380.4	114.1	115.3	38.31
Jamestown	203.9	92.5	93.4	3.65
★ New York	236.9	101.0	102.0	43.66
Niagara Falls ..	232.5	89.8	90.7	7.02
Rochester	222.0	95.0	96.0	32.10

\$134,866,000



There's quite a stack
of **BUSINESS**
waiting for you in
NORRISTOWN
and your share can be
had for the **ASKING**
by placing your sales
message into **9 OUT OF 10**
Norristown Homes
DIRECTLY - FORCEFULLY

Norristown Times-Herald
A Great
HOME
Newspaper

NORRISTOWN
Pa.
TIMES HERALD

Represented Nationally By The Julius
Mathews Special Agency

Potent Payrolls

More than a million dollars—that's how much 1950's 1st quarter payrolls exceeded those of 1949 in Woonsocket. Add to that the 300 new jobs U. S. Rubber's Woonsocket plant expansion will create—and the result is potent payrolls to buy the products you want to sell. Advertise now in the one paper that provides 99.7% coverage of this rich market, the—

WOONSOCKET



Covering
Rhode
Island's
PLUS
Market

Representatives:

Gilman, Nicoll & Ruthman

JUNE 1, 1950

RETAIL SALES

(S.M. Forecast for June, 1950)

City Index 1950 vs. 1939	City Index 1950 vs. 1949	City Index 1950 vs. 1949	City \$ (Million)	
			June	1950
1939	1949	1949		

New York (cont.)

Schenectady ..	243.3	97.1	98.1	9.27
Syracuse	230.3	97.0	98.0	20.77
★ Troy	290.3	100.4	101.4	7.17
★ Utica	29.4	99.4	100.4	8.83

North Carolina

Asheville	344.5	96.0	97.0	7.58
★ Charlotte	415.1	105.9	107.0	16.81
Durham	352.8	97.0	98.0	7.48
★ Greensboro	393.2	101.7	102.7	9.32
★ Raleigh	424.9	106.3	107.4	9.22
★ Salisbury	378.9	102.0	103.0	3.60
Wilmington	348.0	94.6	95.6	4.35
★ Winston-Salem	376.2	104.9	106.0	9.33

North Dakota

Fargo	330.5	94.7	95.7	5.75
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Ohio

Akron	275.9	96.5	97.5	25.47
Canton	280.3	89.1	90.0	12.50
Cincinnati	264.7	98.0	98.0	51.89
Cleveland	279.8	96.2	97.2	100.10
★ Columbus	304.6	99.3	100.3	41.27
Dayton	300.7	96.9	97.9	27.24
Mansfield	282.0	92.1	93.0	5.16
Springfield	287.4	98.4	99.4	7.50
Toledo	264.3	95.3	96.3	29.60
Warren	291.9	94.4	95.4	5.40
Youngstown	266.1	95.0	96.0	18.07

Oklahoma

★ Bartlesville	385.7	101.4	102.4	2.70
★ Muskogee	315.5	103.4	104.4	3.47
★ Oklahoma City	353.1	99.9	100.9	27.58
Tulsa	323.9	92.7	93.6	18.69

Oregon

Eugene	340.9	95.3	96.3	5.25
Portland	301.0	94.1	95.0	47.01
★ Salem	280.9	106.2	107.3	4.86

Pennsylvania

Allentown	254.1	94.4	95.4	10.52
Altoona	261.8	96.7	97.7	7.12
★ Bethlehem	279.5	99.1	100.1	5.17
Chester	334.8	98.1	99.1	7.50
Erie	271.3	93.9	94.8	11.15
★ Harrisburg	295.1	101.1	102.1	12.63
Johnstown	266.6	90.6	91.5	8.13
★ Lancaster	266.1	107.3	108.4	8.09
Norristown	263.9	99.7	100.7	3.80
Oil City	241.0	91.9	92.8	2.00
★ Philadelphia	277.0	102.5	103.5	180.65
Pittsburgh	268.0	97.7	98.7	76.91
★ Reading	278.1	103.6	104.6	12.96
★ Scranton	238.2	103.2	104.2	11.41
Wilkes-Barre	247.3	91.7	92.6	8.73
York	251.6	89.2	90.1	6.39

Rhode Island

Providence	257.6	100.5	101.6	26.71
Woonsocket	226.2	98.6	99.6	3.71

THERE'S CONCENTRATED
BUYING POWER IN
WINSTON-SALEM
LOOK AT THE EVIDENCE

1949
Number of
Electric Meters
42,311
SINCE 1940 AN INCREASE
OF
74.5%

The **JOURNAL & SENTINEL** are the only papers that cover this South's No. 1 state. The **JOURNAL & SENTINEL** are the only papers south of Washington offering a Monthly Grocery Inventory—an ideal test market. The **JOURNAL & SENTINEL** are the only papers that completely blanket an important, 8-county segment of North Carolina. **YOU CAN'T COVER NORTH CAROLINA WITHOUT THE JOURNAL & SENTINEL**

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL MORNING SUNDAY EVENING

National Representative: KELLY-SMITH COMPANY

BETHLEHEM LARGEST CITY IN PA.'S NORTHAMPTON COUNTY!

Only one newspaper covers big, busy Bethlehem . . . and that's The Bethlehem Globe-Times.

All home-delivered circulation from outside daily newspapers doesn't even reach one-third of Bethlehem's families.

That's why the Globe-Times should be included in your advertising plans to cover this important part of Pennsylvania's third market.

THE BETHLEHEM GLOBE-TIMES

Roland L. Adams, President
Represented nationally by
De Lisser, Inc.

I RECOMMEND THIS MAN . . .

He's a capable executive with

1. Resourcefulness
2. Creative Imagination
3. Contacts in the department store & chain field
4. Washington (war-time) experience
5. Engineering training & background

This man has a unique combination of buying and selling experience. He has planned many a successful promotion for manufacturers who sell through department and syndicate stores. He has a flair for interpretation of management figures, plus outstanding ability at planning and coordination.

He would be a special asset to

... an industrial company that is just getting into the consumer foods field.

... a firm with a sound product or line that doesn't know its way around in the big store field.

... an industrial in the electronics or photographic field that is long on engineering but lacks strength in sales and merchandising.

... a company that has expansion "growing pains".

He has the highest character, personality and health qualifications. You can arrange an interview by writing to

A. R. Hahn
Managing Editor
Sales Management
386 Fourth Ave.
New York 16, N. Y.

HIGH SPOT CITIES

RETAIL SALES (S.M. Forecast for June, 1950)

City	City	Nat'l	City
Index	Index	Index	Index
1950	1950	1950	1950
vs.	vs.	vs.	June
1939	1949	1949	1950

Utah

Ogden	341.6	94.6	95.6	5.67
Salt Lake City	337.5	97.7	98.7	21.77

Vermont

Burlington	263.2	97.6	98.6	3.79
Rutland	265.3	94.6	95.6	2.60

Virginia

★ Lynchburg	262.4	99.8	100.8	4.75
Newport News	336.1	90.0	90.9	5.42
★ Norfolk	361.6	105.4	106.5	19.56
★ Portsmouth	399.3	102.3	103.3	5.59
Richmond	320.4	95.3	96.3	29.51
★ Roanoke	361.0	102.0	103.0	11.12

Washington

★ Seattle	374.6	100.6	101.6	66.45
Spokane	313.8	96.8	97.8	17.51
Tacoma	351.4	96.8	97.8	16.48
Yakima	321.1	92.2	93.1	6.23

West Virginia

Charleston	285.8	90.1	91.0	10.66
Huntington	284.5	92.4	93.3	7.54
★ Wheeling	293.4	99.5	100.5	7.95

Wisconsin

Appleton	314.0	96.6	97.6	4.27
Green Bay	314.2	94.7	95.7	7.07
Madison	299.2	97.4	98.4	11.28
Milwaukee	336.9	97.6	98.6	82.61
Racine	282.2	88.8	89.7	6.97
Sheboygan	289.0	93.9	94.8	4.48
★ Superior	311.2	101.9	102.9	3.89

Wyoming

★ Casper	412.1	100.9	101.9	4.05
★ Cheyenne	396.6	103.9	104.9	4.64

BOOST YOUR SALES WITH AIR ADS

WE FLY THE NAME - THEY BUY THE SAME!
IN THE AIR - ANYWHERE -



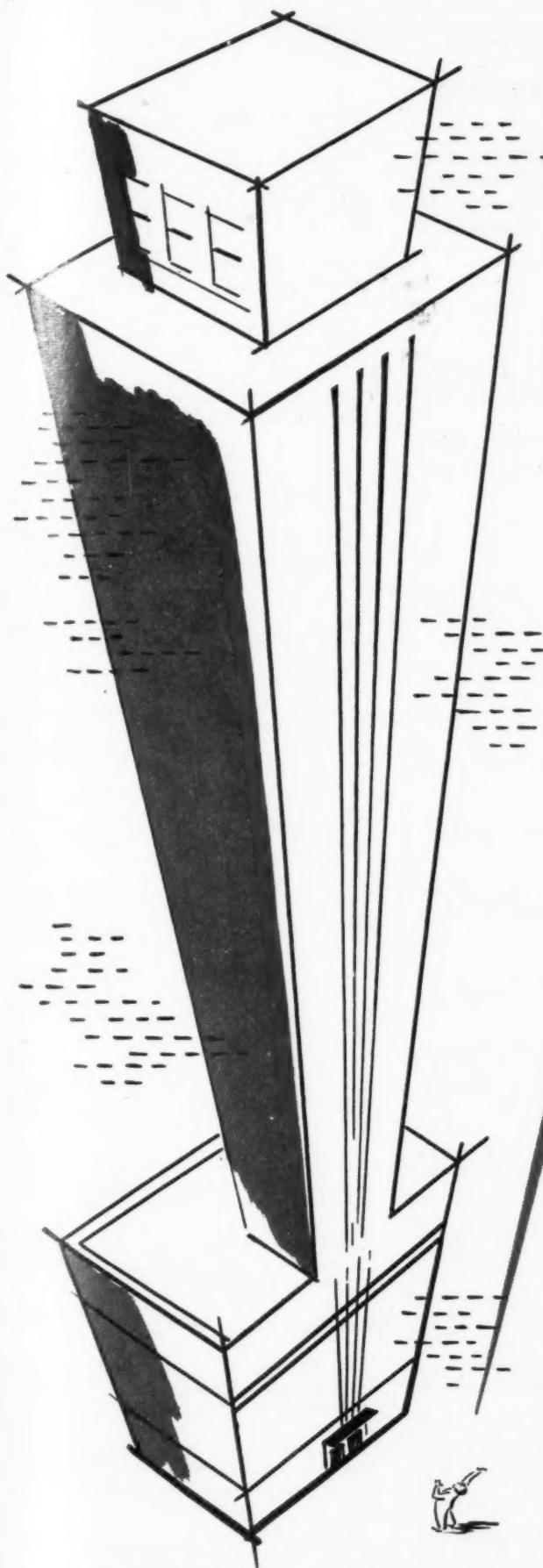
NATIONAL VISUAL BROADCASTING CORP. (N.V.B.C.)

NEW YORK & NEW JERSEY BEACHES IN THE SUMMER
FOOTBALL GAMES IN THE FALL
MIAMI BEACH IN THE WINTER
WHEREVER THE CROWDS MAY BE WE TAKE YOUR MESSAGE TO THEM

NATIONAL VISUAL BROADCASTING CORP.

101 BROAD STREET • ELIZABETH 4, N. J. • PHONE EL 5-9200

SALES MANAGEMENT



GOSH!

it wasn't even here this morning

Now, w-a-i-t a minute! That's going a little too far. Maybe we do perform industrial miracles in this America of ours, but we haven't gotten around to putting up skyscrapers in *one* working day—not yet anyhow. But we're doing things almost as miraculous as that.

Automobiles, radios, television sets, washing machines and so many other wonderful things are pouring off our production lines by the thousands—daily.

Never before in the history of the world have so many labor-saving, time-saving, miracle-working devices been made for the comfort and convenience of any people.

How do we do it? Easy!

We do it simply by a unique combination of qualities that make our nation the most productive of any country on earth. We do it with a system built on our solid faith and belief in the dignity of the individual.

We haven't reached a state of perfection yet. We probably never shall. But we've been getting better and better and better all the time. While we've been making all of these wonderful things, we've been working progressively shorter hours, earning more money, living better and decreasing the cost of production so that prices can go down.

Our American system is the best, the most thrilling, ever devised. With even better teamwork, the future is unlimited. If you want to help make that future, join with The Advertising Council in explaining the American economic system to your employees.

Order copies of the booklet "The Miracle of America" which explains clearly and simply how a still better living can be had for all if we all work together. See that each of your employees receives one of these copies.

Let's show the world what Americans can do when they really *try*.

WANT TO HELP? MAIL THIS

The Advertising Council, Inc. Dept. B
25 West 45th St., New York 19, N. Y.

Please send me prices on _____ copies of "The Miracle of America", so that each of my employees may receive one.

Name _____

Company _____

Address _____



THE ADVERTISING COUNCIL, INC.
A non-profit organization representing all phases of advertising dedicated to the use of advertising in public service.
25 West 45th St., New York 19, N. Y.

SALES MANAGER

A well established Midwestern manufacturer of bronze and iron standard and high-pressure valves offers an excellent opportunity to a man with executive sales experience in the valve industry, or other closely related fields.

Sales outlets through distributors, jobbers and equipment manufacturers. Attractive salary arrangement to man with successful managerial background.

Write us in full confidence, giving business and personal history.

Box 2709, Sales Management, 386 4th Ave., New York 16, N. Y.

SALES MANAGER To Direct National Sales Force

by long established specialty manufacturer in Midwest, to direct national sales force of more than one thousand men selling to retail food stores and industry. Qualifications: basic personal selling experience to users and regional sales management in field, followed by assignment at a national sales headquarters involving general sales management and administration functions. Outstanding opportunity for high calibre man of proven ability, performance, and complete experience necessary to manage sales of quality products nationally. Must have college training, adept mechanically, good speaker. Please write full details. Box 2707, Sales Management.

MERCHANDISING AND PROMOTION EXECUTIVE

Early availability of a highly experienced executive in co-ordinating sales planning, market development, advertising, and promotion. Industrial and consumer products.

Exceptionally productive shirt-sleeves worker and writer. Married with family but free to settle anywhere. Reasonable salary. Write Box 2706, Sales Management 386 4th Ave., N. Y. C.

EXECUTIVE AVAILABLE

Sales Manager with mature experience in merchandising Consumer Products also thorough background in top management and finance. Opportunity wanted in sales management and promotion. Proven results and top references will be furnished. Write SM Box 2704.

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

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212—Who Killed Waltham? by Lawrence M. Hughes. (Price 25c)

211—Will Sampling Techniques Work for Industrial Sales Research? by Francis Juraschek. (Price 10c)

210—A Portfolio On Point-of-Sale Merchandising. (Price 50c)

209—Our Salesmen Can Design Tools, But They Sell Profits, Not Machines. (Price 10c)

208—Trouble Spots in Sales: How We Localize and Cure Them, by Sumner J. Robinson. (Price 25c)

207—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

206—A Primer For Contest Sponsors. (Price 5c)

205—When You're on the Blacklist Because You've Botched a Sale, by Harry G. Swift. (Price 10c)

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203—What's Your 1950 Sales and Merchandising Batting Average? by Robert Haydon Jones and Richard S. Winship. (Price 10c)

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201—What Do Purchasing Agents Want From Salesmen? by Charles E. Colvin, Jr. (Price 10c)

MANPOWER PROBLEMS

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142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 75c)

131—Hiring Will Be Easier—if You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 10c)

130—How To Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 10c)

MARKETS

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152—Where To Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

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COMMENT

"NEVER UNDERESTIMATE . . ." ETC.

Hines-Park Foods, Inc., now has a woman at the board table. She is Miss Marie Mount, dean of the College of Home Economics of the University of Maryland. The lady has held the deanship for nearly 30 years. She not only can cook, but she owns a restaurant called Iron Gate Inn in Washington, D. C.

In announcing her appointment, President Roy Park of Hines-Park said: "Since women are the people who make the food purchases for the American family, we feel that Dean Mount will be a valuable addition to our policy board because of her practical and academic experience as well as her contacts with homemakers."

Hines-Park is in step with a trend. More and more women are being placed on corporate boards of directors. Since most reliable estimates of the proportion of total consumer purchases made by women run between 75 and 85%, the development is inevitable. The business community would howl with disdain at any company that made products sold primarily to men if it had an all-feminine board. Yet, it's taken a long time for men to realize that an all-male board in a company that sells largely to women is just as illogical.

HOW OLD IS "TOO OLD"?

It's a strange situation. On the one hand business is admittedly suffering from a shortage of qualified executive manpower. On the other, management seems determined to cling to its prejudices against hiring executives who are in their forties and fifties. If this prejudice is as unreasonable as it seems to us, what can be done to break it down?

It takes some mellowing years to accumulate the experience in organization and human relations that are the equipment of good executives. While there are a few companies that are manned, in the executive echelons, almost wholly with men, say, under 45, the great majority of our most efficient corporations are staffed with men between 40 and 60. We do not think of these incumbents, except under certain special circumstances, as being "too old." When such a management group needs to take on additional executive manpower, why, then, do they set a low value on their contemporaries?

One company president to whom such an inquiry was directed recently attempted to justify the stand by pointing to the fact that every company needs a constant influx of new young blood. To that we agree. But when it comes to filling a key executive post, what does the company want to buy? Such posts most often call for mature judgment. They call for an understanding of people that not many men acquire before they're past forty. They call for reserves in the form of wide business experience. To buy such qualities, we need to look in those middle-age brackets.

There's another factor in this situation, too, that seems to need some examination. That's the matter of pensions.

The pension setup within a company may be such that a man coming in at the age of 55 would, in the eyes of the established personnel, have "too much of a chance of cashing in soon." Where such conditions exist, we believe they are basically wrong, and something ought to be done to change them. A company can be no more successful than the sum total of its executive talents. If some arbitrary pension setup is working against the use of qualified executive talent in the middle-age brackets, then that plan is to some extent working against long-time company interests.

We know, too, much about the nature of the load a key executive must carry to go along with this devaluation of the man who has passed 40 or 45 or 50. We think he's one of the most under-valued potential assets available to business.

TIME TO SPEAK UP

"The less you say, the less you have to take back." That's the adage which has guided Samuel B. Eckert, executive vice-president of Sun Oil Co., during his life-long sales career. Delivering the Sixth Annual Parlin Memorial Lecture (See page 63), Mr. Eckert declared:

"I fear, however, that such reticence on the part of most businessmen to tell their problems to the public has been responsible for the public's failure to appreciate the great benefits that the competitive enterprise system has produced.

"Our reticence has been a mistake. I now believe that we businessmen should talk openly and frankly about the things that are on our minds and in our hearts. We should talk about our businesses, telling all who will listen what we have done, what we are doing, and what we intend to do. I think we should talk particularly about our objectives . . . the objectives of a marketing organization are:

1. "To best serve the interests of the consuming public . . . The consumer must be served above all else or, as Parlin said, all is lost.

2. "To best serve the interests of our employes. Parlin, as a study of his work will reveal, appreciated the importance of developing a strong, loyal, and enthusiastic organization.

3. "To best serve the stockholders' interests. It is my experience that the stockholder seldom demands the last pound of flesh in the form of profits, but rather is interested in a reasonable return on his investment, coupled with an ever more promising future."

Mr. Eckert continued: "The tools we have used in attaining these ends have varied; the approaches have been by different roads; all manner of vehicles have been used, but the highways leading to permanent success are always built on these same foundations. I think we business men should do more talking about them, and we should learn to talk . . . persuasively."